

Connecticut INDUSTRY

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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

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L. M. BINGHAM, *Editor*

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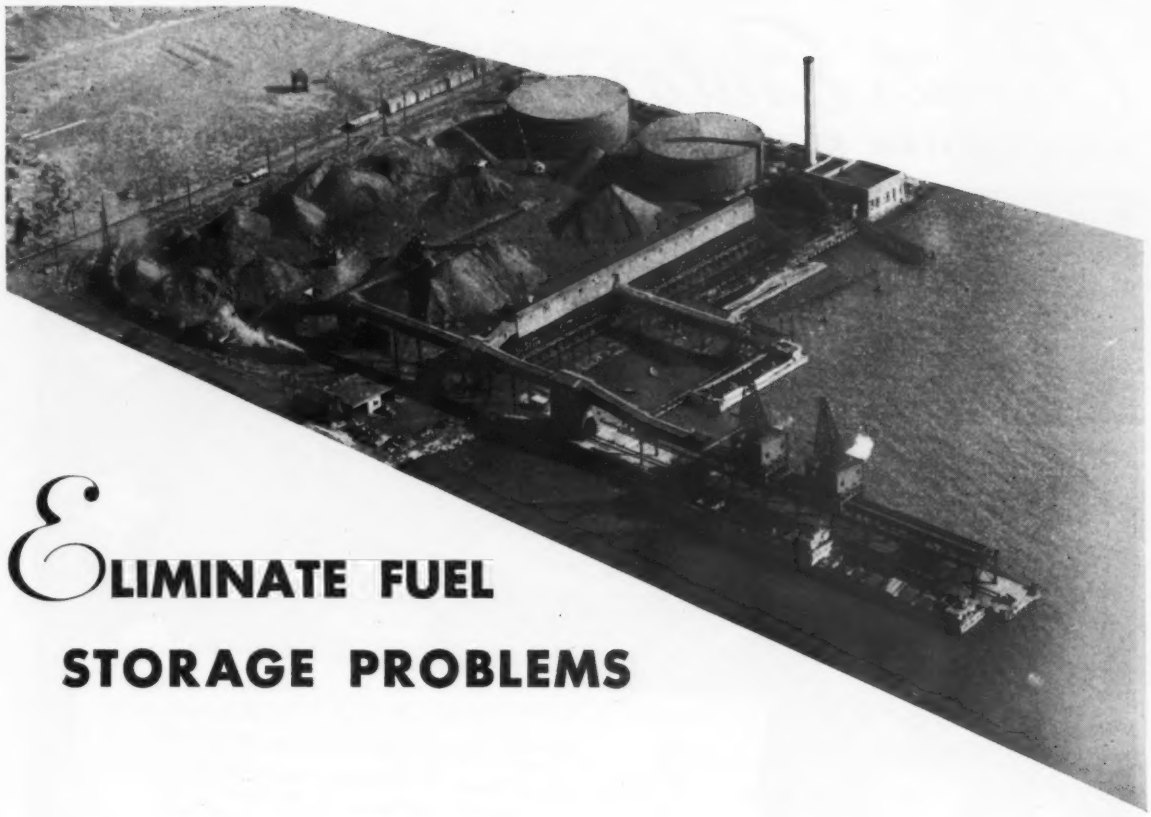
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A Rich Experience



By Alfred C. Fuller, *President*

The Manufacturers' Association of Connecticut has been in continuous operation since 1815. As originally organized, it was called "The Society for the Encouragement of Connecticut Manufactories" and its first president was Titus Hosmer, according to a printed booklet dated 1817, containing the original Articles of Association.

The Association was incorporated in 1910 with Col. Albert Pope as president. Upon my election to the presidency January 1, 1942, I became the fifth to hold this office since its incorporation. As my term of office nears its completion, I want to convey to the members of the Association, as well as to its officers, directors and staff members, my feeling of great satisfaction in helping to shape its affairs through the entire period in which our country was at war, and during the first year of reconversion; and to express my thanks for the loyal and full cooperation which I have received from all groups. It has been a period rich in experience far beyond that gained in the confines of one's own business.

The decision of the directors, later approved by members at this year's Annual Meeting, to establish a policy of selecting an active industrial leader and to rotate the office of president every one or two years, is wise. It will reduce the burden on the individual concerned and will broaden Association experience among firms throughout the State. The policies and purposes of the Association are deep-rooted in a long tradition, and with a highly efficient and experienced staff at headquarters office in Hartford, the responsibilities of the president are greatly simplified. I shall continue to maintain a lively interest in the Association and will be as helpful as possible to my successor and to the staff as opportunities occur.

The membership has increased by 375 in the past five years and now stands at over 1,100. Within this membership is more than 95% of all industrial employment of the State, which is the best evidence that the high regard in which the Association was held by its members when I took office has been maintained, and that the increase of membership has followed the growth of industry in the State.

The tremendous production for war by this State need not again be stated at this time. However, I should like to record that your Association was an indispensable aid in coordinating the agencies of our State and Federal governments to the war machine, and was successful in minimizing the friction that occurs at such times, through interceding in many instances when misunderstandings occurred. The entire history of Connecticut industry is full of interest and significance in the growth and development of the United States. The list of pioneers is long and their achievements in mechanical, technical and scientific developments have contributed not only to the progress of this nation but also of the world.

With such a background, it has been a rare privilege and opportunity to serve as the president of the Connecticut Manufacturers' Association; for the Association has been, without doubt, one of the most important factors in maintaining the supremacy of Connecticut in manufacturing. It is my hope and belief that members, officers, directors and staff of the Association will extend to my successor the same wholehearted cooperation which made my five years in office such a satisfying experience. A continuation of that cooperation will redound to the benefit of all industry as well as to the people of the State.

"Industry's Job Today" Keynotes 131st Annual Meeting

"Industry's Job Today" took on new meaning to a notable representation of the 1,100 members of the Manufacturers' Association of Connecticut at the 131st Annual Meeting of the Association held at the Hotel Bond and Bushnell Memorial Hall in Hartford on Wednesday, October 30. Manufacturing executives from all parts of Connecticut participated in a program designed to provide the best possible working aids to management toward the end that the state's contribution to peacetime opportunity and prosperity shall parallel her noteworthy war-time production leadership in the nation's drive for victory.

President Alfred C. Fuller presided over the afternoon business session at the Hotel Bond, at which the following new directors were elected, each for a four-year term: F. C. Parizek, president, The Frank Parizek Mfg. Co., West Willington, representing Tolland County; W. W. Allen, executive vice president and general manager, The Baltic Mills Co., Baltic, for New London County; E. B. Shaw, agent, The American Thread Company, Willimantic, representing Windham County; Sidney A. Finer, vice president, Pond's Extract Company, Clinton, for Middlesex County; and Alfred C. Fuller, chairman of the board, The Fuller Brush Company, Hartford, Director-at-Large.

Three amendments to the Association's by-laws, recommended by the Board of Directors and acted upon and passed by the membership at the business session, limit the president's term of office to two years; increase the minimum membership dues from $15, plus 32¢ for each employee, to a minimum of $30, the latter amount constituting the total dues to be paid by each member firm employing less than 50 employees; and establish that no member firm shall be required to pay dues of more than $3,500 regardless of the number of employees.

The report of the treasurer was presented by John Coolidge, Treasurer of the Association and President and Treasurer of The Connecticut Manifold Forms Company, Hartford.

The Budget Committee report, made by F. M. Holmes, Chairman of the Board, North & Judd Mfg. Co., New Britain, listed the proposed expenditures for the fiscal year November 1, 1946 to October 31, 1947. The committee included Chairman D. Hayes Murphy, president, Wiremold Company; C. E. Hart, Jr., president, Chase Brass & Copper Co., Waterbury; Fuller F. Barnes, president, Associated Spring Corporation, Bristol, and J. R. Cook, president, Arrow-Hart & Hegeman Electric Co., Hartford.

The report of the Nominating Committee was read by Chairman Alfred R. Wright, president, Connecticut Valley Mfg. Co., Centerbrook, for the committee which is made up of the following members: H. T. Brown, president, Inland Paper Board Division, Federal Paper Board Co., Inc., Versailles; A. Philip Jarvis, general manager, Rhode Island Worsted Company, Stafford Springs; R. E. Laime, president, Putnam Worsted Mills, Inc., Putnam, and M. S. Little, president, The Sigourney Tool Company, Hartford.

In his annual report presented at the business session, President Alfred C. Fuller named the development of closer harmony between employees and management as the key step in the solution of the scores of industrial hurdles born with the return to peacetime production. His expressed concern with employer-employee relations was reflected throughout the meeting, at the various panel conferences and was echoed once again at the evening session.

Mr. Fuller drew a colorful sketch of Connecticut's all-over importance in the now complete picture of a country at war, and recounted the highlights of his five "eventful, interesting, exciting . . . and productive years" as president of the Association.

The President's report follows with slight deletions:

President Fuller's Report

"Five years ago, by a unanimous vote, you who were in attendance at the 1941 Annual Meeting conferred upon me the great honor of electing me as President of our Association, to take over the reins of leadership from the late John H. Goss, Acting President, who held them in trust from the death of President E. Kent Hubbard on August 7, 1941, until January 1, 1942, when I assumed the duties of the presidency.

"Much as I appreciated the confidence you placed in me and the honor that went with the office, I must confess that I entered upon my new duties with many misgivings and doubts as to my ability to measure up to the responsibilities which had been shouldered for so long and discharged so well by Mr. Hubbard, who had served you so faithfully for 24 years, as your third president since the Association's incorporation in 1910.

"Now, as I give you this final accounting of my stewardship, in fulfillment of my notice to the Board of Directors last December that 1946 would be the last year I could serve as president, I look back upon the past five years as the most eventful, interesting, exciting and, I hope the most productive, years of my life. Although I gave priority in time and effort to Association affairs and hope history will prove that I made some contribution toward the welfare of industry and the state, what I gained in new friendships among industrial management, a widely diversified group of leaders from all walks of life and among the Association's staff, far surpassed what I gave in time and effort.

"Throughout the eventful years of the war and the fourteen and a half months since V-J Day, during which it has been my privilege to serve as your president, all of you have been called upon to extend yourselves to meet the war challenge and the urgency of peacetime demands as no

group of Connecticut industrial management has ever been forced to do before in the history of the state. Whenever the procurement divisions of any branch of the armed forces failed to get a war product in some less critical area outside of Connecticut, within the time limits permitted, it was Connecticut management and workers who were asked to do the impossible—and they did it. I shall not take the time to enumerate the details of Connecticut's outstanding war production record, which you helped to write in bold letters that won for 175 Connecticut companies the coveted Army-Navy "E" insignia for "Outstanding achievement in production in America's fight for victory."

"Since I have given you a rather detailed report of my stewardship over the affairs of the Association in each of my first four Annual Reports, I will not bore you by recounting them again. However, I would be indeed remiss, if in my anxiety to "get on" with my observations and suggestions for the future, I overlooked telling you of the remarkable growth of the Association during the past five hectic years. The membership, I am proud to say, now stands at slightly over 1,100 companies, which represents a net gain of 374 since I took office January 1, 1942. That gain represents an average yearly growth of 75 members for the first four years, and one which I am pleased to report has been continuing through 1946, despite the fact that heavier office duties have permitted less field work than ever before.

Looking Ahead

"As you all know, a large number of important problems face industry today—and among them are included industrial and public relations. To me, it seems vastly more important that they should be solved quickly, solved right and kept that way, than any other problems of industry today.

I insist that the attainment of good relationships with employees comes first in combination with other phases of public relations, of which employee relations are the most important segment. If these relationships are congenial, and brought about by mutual understanding and enthusiastic accord with company policies, in all companies whose output is essential to the healthy functioning of our economy, then we would have little difficulty in recruiting personnel, in getting workers to produce more goods, or to interest them in training for better jobs.

"If this congenial atmosphere existed between management and employees in the mines, on the trains, trucks, ships and even airplanes that carry the raw materials to the factories, would not our material shortage soon solve itself?

"If mutual trust pervaded the offices, factories, saw mills and slaughter houses of the nation, would that not solve very quickly our problems of shortages of parts needed by manufacturers of finished capital and consumer goods and soon relieve the alarming shortage of meat, housing, automobiles, electric stoves, the motors so urgently needed to provide the motor power for hundreds of household appliances and machines for the factory?

"Would not this 'era of good feeling,' which must be induced in large measure if we are to avoid chaos, dictatorship and eventually war—eliminate the ever-increasing danger of disastrous 'inflation and bust' which now hangs dangerously over our heads?

"Would not the existence of this close harmony between employees and management, in the great majority of companies, be an important contribution toward world peace? By throwing the weight of our great production potential toward the reconstruction of Europe and the Far East and by supplying the needs of our South American neighbors, we would materially strengthen our leadership in world affairs, thus giving far greater assurance that a workable formula for world peace can be agreed upon.

America—The Champion

"This nation is now the only great champion of a democratic way of life which still permits wide latitudes of individual freedom within its government framework. But, instead of acting like a champion, as it did during the war, it now performs on the world stage like a third-rate contender for the championship. Almost every day we read of a new strike or work stoppage that threatens stagnation to some segment of our economy. Even though the number of persons involved in any strike action is small, the impact of the shut-down of a single plant or department, like a foundry, or another making essential parts for one or several large plants, may bring unemployment to 100,000 or more workers, delay delivery of machinery and consumer products, boost still higher the inflationary spiral and add to the further unrest among our people and to instability in our economy.

Good Relations With All Publics Necessary

"I have outlined the reasons why I believe it necessary to somehow create good employer-employee relations in the great majority of American industrial and business establishments today in order to facilitate the solution of our other problems both at home and abroad. Now I want to discuss briefly how imperative it is that business management develop the same good relationships with all other groups.

"Collectively, these groups—employees, the people in the local communities in which we operate, our stockholders, local, state and federal government officials, press and radio, social and racial groups and numerous consumer groups and subdivisions—are known as our publics. Regardless of how right we are in our actions, or think we are, these publics are voting



PRESIDENT ALFRED C. FULLER presided at the afternoon business session. (L. to r.) F. M. Holmes, member of Budget Committee; John Coolidge, Treasurer; President Fuller; Charles L. Eyanson, Secretary; Alfred R. Wright, Chm., Nominating Committee; Norris W. Ford, Executive Vice President.

for or against us each day. Therefore, what they think about our companies is of vital importance to our success, because what they think today they act upon either today or tomorrow.

"In the highly volatile atmosphere of today all our publics may like our products well enough to purchase them in large quantities, but if they do not understand and respect our management policies as being fair toward any one or all of our publics, they may take action which will ruin our business and destroy, not only a good livelihood for hundreds or even thousands of workers, but also the funds and the faith of those who furnished the money to buy the tools without which no one can have gainful employment in industry. . . .

Faith Is Essential

"Faith is a key foundation stone in any healthy business or national economic structure. It was prevalent in large measure when the first settlers began their dangerous voyages to this land where they felt certain they could enjoy far more material and spiritual progress "on their own" than under the iron heel of tyranny in the old world. As that faith expanded, villages and then cities sprang up across the American wilderness to be finally linked by water, rail, highways and airways into a panorama of civilization encompassing 140,000,000 people—the equal of which had never been seen before in all history.

"But today, in spite of the miraculous results of that faith, which set man free of old world shackles of slavery to attain them, faith in the very plant that created the miracle, is being undermined. Despite the bounteous fruits of our labors, which far surpass those attained by the people of any other country, pockets of discontent are increasing in our midst. They are bludgeoning our people by every conceivable propaganda method to embrace, as Utopian, a way of life under ironclad governmental controls from which our early settlers escaped in the 17th century, and from which other millions have made a welcome flight to this country as fast as the immigration laws have permitted. . . .

"As I was preparing this talk a beamed radio program from Moscow attempted to tell the American people for whom to vote. Much as we are angered over another nation, or its stooges in our midst, attempting to create sufficient chaos in this country to force us to accept absolute government controls, dominated by the left wing element; and much as we dislike the propaganda directed against American capitalism and the Western Democracies by Russian government officials, commentators and newswriters; and much as we chafe over the non-cooperative spirit so strongly evidenced by Russian officials and others under their domination in Eastern Europe, this is no time to go in for "witch hunting" and to stir up antagonism against the Russians. If we spend our energies in ferreting out and organizing a hate campaign against Communists in our midst and elsewhere, that is the one sure way that will lead to war—and fast.

"That doesn't mean that we should close our eyes to any subversive elements in our midst—not by any means. We need to be far more alert now than ever to strengthen our laws to give us greater safeguards against men who seek to destroy our way of freedom and substitute for it an age-old form of state tyranny. Also, we need to strengthen the FBI, our secret service, and the police departments of our cities by seeing to it that we select the right leaders who will bring these improvements to pass.

Defense Lies In Offense

"But in spite of the fact that we must have an eagle eye, and sharp claws too, our greatest defense lies in a mighty offensive surge to demonstrate the values in our way of life through cooperative action and through an intensive educational campaign. It is not a job that can be done properly by Associations, Chambers of Commerce, labor unions and other organizations which represent in one way or another the various elements of our population. It is a job for every individual who believes in keeping the avenues of freedom open. It is a job for every company executive to carry on tirelessly, day in and day out, month after month, year after year.

"Karl Marx, Hitler and Lenin are the evil symbols of the world-wide struggle which is now being fought fiercely for the possession of men's minds. . . .

"We can't win in this fight by merely ranting against their schemes any more than we could win the last war until we had assembled and put in motion fire power superior to that of our enemies. We've got to outsell the forces of evil with such a compelling demonstration of the individual advantages of our American way of life that we shall even convert many of the powerful minority who now fight for state control. We are past masters at selling our products in competition. Now we must become masters of the art of selling the plan that permits competitive selling.

"Although we know business men have their faults in common with all other groups, and have made many mistakes, I submit that even the worst employer, whom few people really desire to work for, but who pays a decent wage, is a far greater social asset than the soap box orator who spends his time trying to ruin this employer's business or that of other men. The employer's efforts may be resulting in a livelihood for 100, 1,000, 10,000 or more workers and their families, while his defamer creates nothing but ill will.

Voters Determine Future

"Despite the higher contribution to society of the poor employer over the destructive trouble maker, society in its present disturbed and volatile state will even vote against its long-run best interests if there are too many employers whose actions they strongly resent. As I said before, it's what the majority of the voters think that determines our future, not what the small minority of management thinks about the truly great contributions they have made to the improvement of our social structure.

"Although each company has many publics to sell on the fairness of its dealings, its profits and the quality of its products, it seems clear to me that if each employer could win the respect and good will of the majority of the workers in his plant, store, office or other place of business, that mighty army of around 40,000,000 men and women who are employed by others, would make little additional selling to other groups necessary. News of the fairness of these employers would spread fast throughout the local community and be reflected outside to all other publics by word of mouth and through the press and other media.

"Perhaps some of you have been waiting for me to get to the point—to tell you how this gigantic job should be done. I could give you my ideas about it, even though I lay no claim to being a public relations expert. But to recite the details of my

own recommendations would be too lengthy to discuss here. However, I submit a few suggestions for what they are worth, leaving you to fill in the details either from your own knowledge or that of an outside consultant.

"Since much of our progress in the past has come from the development of machines rather than from the development of men, it seems to me that the great opportunities of the future lie in the development of men. Because man is the source of more progress than any inanimate machine, management must concentrate its efforts toward drawing out the latent abilities of every worker by developing an incentive system which will properly reward each man and woman for all work that he or she does with hand and head. Any successful incentive program must provide opportunity for the advancement of men on the basis of merit by filling all of the better jobs from the inside. . . .

"Through demonstrating a genuine interest in workers as men and women, rather than as clock card numbers, management can develop the spirit of cooperation so necessary for making any incentive plan work. This can be accomplished by sincere management men through repeated personal meetings with individuals and groups of employees, through informative talks over public address systems, through information in employee publications, bulletin boards and through advertising and news stories in the local press and over the radio.

"Neighbors in the community should also be told by management about the background history and objectives of the company. The same story should be told by all other media and kept up to date through stories of developments in research, new products and wage or employee benefit plans. They should also be told of the effects of government restrictions or taxation on your business, and any other pertinent data affecting its future, because the future of your company is definitely a part of the future of the entire community.

"Stockholders and various groups of consumers must also be kept abreast of changing company affairs if they are to remain friendly and cooperative at all times.

"And don't forget that your government representatives and department heads are also human beings with feelings that will be reflected to your advantage or disadvantage, depending to a large degree upon the good or bad impressions you make upon them.

"We can't solve our own business problems, save democracy here or rebuild it abroad by taking a defensive attitude, any more than we can sell goods or win wars by that method. Instead, we should proceed on the basis that we are not out to save the democratic way of life for whatever personal gain it may mean to us, but rather desire to perpetuate and improve this radically new concept of life for the good of our employees, our communities and the nation. To do that we must affiliate ourselves with every good constructive effort that will be helpful in bettering conditions for our employees, our local communities and customers. In fact, we should be the leaders of such improvement programs rather than wait for some social worker or representative of some other community organization to ask us for cooperation.

"We shall need to develop a deeper sense of humility if we are to "win friends" and become true leaders of men. We shall be forced to explain in simple language not only the facts about our business, but the plain facts that will clearly demonstrate that American men and women enjoy far more in material and spiritual blessings only because they have created government by law rather than by men, have invested in the development of better tools, and have used them more efficiently than the people of other nations. . . .

"Our fruit on the American vine is the best to be found anywhere. Our job is to demonstrate, by acts, and by words explaining them, that it is. It is the most important task before us. If we fail, the whole world will suffer for many generations to come. If we are successful, as we can be, we and the whole world will be well advanced on the road to lasting peace and plenty."

Panel Sessions

To help Connecticut industrial management, from the top down, solve the many and varied problems current in all phases of industry today, 29 leaders in the fields of public relations, industrial relations, industrial training, foreign trade and state government were featured in five panel conferences on those important topics at the afternoon session.

Public Relations

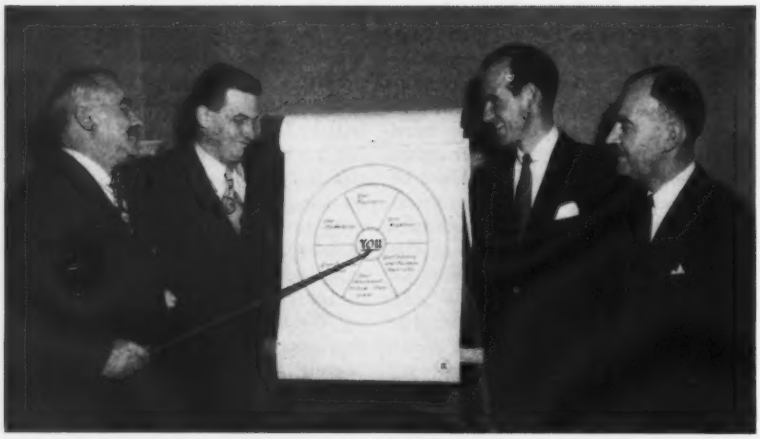
"Right actions—right living is the essence of good public relations and truth is the cornerstone of its expression," Franklyn Waltman, chairman of the Public Relations Panel told the 75 industrialists in attendance at that conference.

Mr. Waltman, Director of Public Relations, Sun Oil Company, Philadelphia, led the three-man panel discussion organized to stimulate constructive ideas and to suggest methods of spreading them effectively to build better human relationships in the field of business operation. Frederick Bowes, Jr., Manager of Advertising and Public Relations, Pitney-Bowes, Inc., Stamford, and Charles B. Coates, Assistant Director of Public Relations, General Foods Corporation, New York, assisted Mr. Waltman.

The chairman's opening discussion entitled, "Defining the Objectives of Public Relations," brought out that "the best public relations in any program are a high quality product sold at fair prices . . . it is fundamentally a point of view—an attitude of mind —an expression of a business philosophy which recognizes the need for adjustment and harmony between business and the other major factors in the social framework of our civilization . . . it is the philosophy of saying sincerely the things people like—and saying them the way they like."

Public relations as it pertains to all of the "publics" involved in the daily life of a manufacturing or business enterprise—the stockholder, the customer, the supplier, the employee, the community, the government—were earnestly discussed by the panel members.

Mr. Bowes emphasized that the first big step in "selling" the company must be aimed at employees, and stated that "industry's story can't be told by the big firms alone. The biggest and best opportunity of all is the information job yet to be done by the many small and medium-size firms who have kept



PUBLIC RELATIONS PANEL Chairman Franklyn Waltman points to industry's various "publics" at that panel conference. (L. to r.) Mr. Waltman, Director of Public Relations, Sun Oil Company, Philadelphia; Charles B. Coates, Assistant Director of Public Relations, General Foods Corporation, New York; Frederick Bowes, Jr., Mgr., Advertising and Public Relations, Pitney-Bowes, Inc., Stamford; L. M. Bingham, Dir. of Development, Manufacturers' Association of Conn.

silent too long—yet who often have the best and most human stories to tell and the best chance of getting it home."

Illustrating his talk with a chart depicting the many media which might effectively be used in reaching the employee public, Mr. Bowes presented case histories on the use of plant public address systems, employee publications, local radio and newspapers; and personal contact—"Any company's top public relations man is its president," he said.

Mr. Coates recommended the attainment of good stockholder relations through the use of lucid and frank annual reports, interesting stockholder publications and improved routines in stockholder correspondence.

Using the theory that, "A man's judgment is no better than his information," Mr. Coates observed that customer-dealer good will is gained through the publication of relevant information on the company's products, its policies and its operations; telephone courtesy, promptness of reply to letters and accurate information on deliveries, shipping dates and the progress of orders.

Industrial Training

Channing R. Dooley, President, Director and Trustee of the Training-Within-Industry Foundation, Summit, New Jersey; C. Arthur DuBois, Executive Secretary of the Training Committee, Scovill Manufacturing Company, Waterbury; John E. Gagnon, Director of Training, Bigelow-Sanford Carpet Company, Inc., New York; and Robert B. W. Hutt, Manager of Employment and Training, The Ensign-Bickford Company, Simsbury, made up the panel on Industrial Training, with Mr. Dooley acting as chairman.

Top management was urged to participate actively and personally in business or plant training programs, and to view them in the category of new machines, tools or equipment which have been installed to effect greater production. "The measure of any training program is not in meetings held, attendance maintained, enthusiasm on the part of the employees," Mr. Dooley said, "but rather upon the direct increase in production, the direct decrease in costs and the direct improvement in employee relations."

The veteran phase of training within industry was discussed by Mr. DuBois, who pointed out that some phases of Public Law 346 have tended to increase the power of the approving agencies and to limit the training benefits available through the Veterans Administration. "Employers who are unwilling to submit to extraneous training standards, usually dictated by pressure groups on the Apprenticeship Councils of some states are denied approval," the Scovill executive said. "As a result, its apprentices are unable to qualify for subsistence benefits under the G.I. Bill. The G.I. Bill was never intended to be used as a blackjack to force employers into registration with State or Federal Apprenticeship agencies, or to permit pressure groups within these agencies to impose unreasonable regulations upon apprenticeship programs, he continued.

Mr. Gagnon sought to clarify the position of the foreman and reflected that, "A great many executives have been saying of late, 'The foreman is a part of management—the foreman is management' . . . but he doesn't become a representative of management merely by saying so. We've got to really make him a part of management if we expect him to believe it."

The training expert called on management to give supervisors an opportunity to assist in the determining of new policies. "Many companies have policy meetings with their supervisors which start at the top and go all the



INDUSTRIAL TRAINING PANEL Chairman Channing R. Dooley led the four-man discussion at the conference. (L. to r.) Mr. Dooley, Director and Trustee, Training-Within-Industry Foundation, Summit, New Jersey; C. Arthur DuBois, Exec. Sec., Training Committee, Scovill Mfg. Co., Waterbury; John E. Gagnon, Dir. of Training, Bigelow-Sanford Carpet Co., N. Y.; Robert B. W. Hutt, Mgr. of Employment and Training, The Ensign-Bickford Company, Simsbury; John P. Ahern, Exec. Asst., Manufacturers' Assoc. of Conn.

way down the line and back up again," he said. "The supervisors who have helped to develop these policies are much more apt to follow them."

The industrialists were cautioned by Mr. Hutt on the misuse of tests. He warned that the use of old test records when selecting a long service employee for a new job should be avoided. "I am sure no one would be content with the record of the physical examination given at the time of employment if five or ten years later the employee was being considered for a job requiring certain physical or physiological qualifications," Mr. Hutt stated. "He would be given a new physical examination so that changes would be noted. Men change mentally also. New aptitudes may appear in the maturation process. Old aptitudes may become impaired. Thus the results of aptitude testing five or ten years ago could hardly be considered as adequately significant today."



PARTICIPANTS IN THE Industrial Relations Panel conference: (L. to r.) Stanley M. Cooper, Exec. V. Pres., The Fafnir Bearing Co., New Britain; Martin A. Cattaneo, Asst. V. Pres., Southern New England Telephone Co., New Haven; Richard F. Berry, Sec., American Hardware Corp., New Britain; Alan C. Curtis, V. Pres., Scovill Manufacturing Co., Waterbury; Panel Chairman Charles F. Watkins, V. Pres., U. S. Finishing Co., Norwich; Warren L. Mottram, Dir. Industrial Relations, R. Wallace & Sons Mfg. Co., Wallingford.

Industrial Relations

The subject, "Labor Relations With or Without a Union," set the tempo of the Industrial Relations Panel Conference, led by Charles F. Watkins, vice president of the U. S. Finishing Company, Norwich, and chairman of the Association's Industrial Relations Committee. The other participants, all members of the committee, were: Richard F. Berry, Secretary, American Hardware Corporation, New Britain; Martin A. Cattaneo, Assistant Vice President, Southern New England Telephone Company, New Haven; Stanley M. Cooper, Executive Vice President, The Fafnir Bearing Company, New Britain; Alan C. Curtiss, Vice President, Scovill Manufacturing Company, Waterbury, and Warren L. Mottram, Director of Industrial Relations, R. Wallace & Sons Mfg. Co., Wallingford.

The overall pattern of the discussion demonstrated that "good labor relations are a daily matter"; emphasized that employee consideration is a management duty; recommended the speedy handling of grievances, gripes or conditions causing dissatisfaction as a singular and important step in the building of a good labor relations program.

Mr. Berry charged that "from a pure legal standpoint there is no question but that the Wagner Act imposes a limitation upon the complete exercise of free speech guaranteed by the Constitution. The majority of employees want to know the facts," Mr. Berry pointed out. "They are entitled to receive them, and if the employers do not rise to the occasion no one else will."

"Every activity of management toward employees should be designed to increase productivity. . . . Dissatisfaction, worry and misunderstanding adversely affect productivity," stated Alan C. Curtiss in his recommendation that a good industrial relations program should: Eliminate conditions that cause dissatisfaction; give prompt consideration to grievances; keep employees informed about all situations that affect them; furnish good tools and good working conditions.

Mr. Cattaneo listed the development of health programs, savings plans and complete recreational programs as important industrial relations factors, but warned that "where the employer's record indicates fair dealing and a spirit of mutual trust . . . employees accept such programs, but where suspicion exists and the basic relationships are poor . . . anything the employer initiates will receive a cold greeting and may even be considered an unfair labor practice."

The labor contract phase of the discussion was covered by Stanley M. Cooper, who advised industrialists to take plenty of time in negotiating the first contract because it is the "most important and most difficult to be negotiated and it sets the pattern for all future contracts and future relationships."

Mr. Mottram called for more meetings between supervisors and top management in employee relations matters. "Supervisors want to feel that they 'belong' and meetings among them help create this feeling," he observed. "If top management is too busy to think of its supervisors, they in turn spend very little time with those under their supervision," Mr. Mottram reasoned. " . . . it is well that organizations reflect the attitude of their leadership as this permits good leadership to filter down through the ranks. The best way to accomplish this is to expose the supervisors to such leadership."

Foreign Trade

The Foreign Trade Panel conference was built around the theme, "Sell Your Products Abroad," and its three members, drawn from the Association's Foreign Trade Committee, opened new avenues of thought for manufacturers who are considering the rebuilding of their export trade or the inaugurating of new export policies. Panel chairman Leonard B. Hough, Vice President in charge of all sales, The Collins Company, Collinsville, was assisted by Harold W. French, Vice President and Director, The Bridgeport Hardware Manufacturing Co., Bridgeport, and Edward C. Sutter, Export Manager, The J. B. Williams Co., Glastonbury.

In his opening talk, "What Export Can Do For Your Company," Chairman Hough stressed the importance of giving immediate consideration to the development of export trade. "Balanced production and stabilized employment, which are so vital to the profitable operation of your company,

can be obtained from the added volume of export sales," the chairman said. "Action should be taken now to capitalize on the large potential demand for Connecticut products in foreign markets."

Assistance in the selection of favorable foreign markets for sales consideration was given by Mr. French, who also urged Connecticut manufacturers who have not done so to "make a policy decision to export and, equally important, see that it is implemented—to set up an equitable export quota now." While many restrictions and controls continue to exist on imports, foreign exchange, etc., which in practice constitute "just another problem with which management must deal if they happen to affect one's particular line," Mr. French pointed out that many of these countries have been and continue to be U. S. industry's best foreign markets.

J. B. Williams' export manager, Edward C. Sutter, recommended a thorough study of local conditions, customs and sound judgment in the selection of foreign sales representatives. "These representatives not only distribute the American manufacturer's goods, but they also are a window through which local customers see the American producer and his merchandise in foreign countries," Mr. Sutter said. "As in most other phases of activity, human relations are basic. Therefore, the choice of a foreign representative cannot be based purely on mathematical facts."



(LEFT TO RIGHT) Leonard B. Hough, V. Pres., The Collins Company, Collinsville; Harold W. French, V. Pres., The Bridgeport Hardware Manufacturing Co., Bridgeport; Edward C. Sutter, Export Manager, The J. B. Williams Company, Glastonbury, participated in the Foreign Trade Panel, with Mr. Hough acting as chairman. (At extreme right) Richard F. Ames, Export Manager, Manufacturers' Association of Connecticut.

Know Your State Government

Because the administration of state government bears so directly on the state's industrial operations, 12 administrators of Connecticut law were brought together to make up the personnel of the Know Your State Government panel headed by C. L. Campbell, President of the Connecticut Light and Power Company.

The activities of the State Department of Labor, including its seven divisions, as they affect industry in Connecticut, were recounted briefly by Labor Commissioner John J. Egan, who introduced to the 70 manufacturers present three of his deputies responsible for the operation of the divisions most closely associated with industry.

The Division of Unemployment Compensation, under the direction of Executive Director Howard E. Hausman, was represented as one with which state plant executives should become more closely associated. Commissioner Egan gave an indication that the "condition of the unemployment compensation fund at this time suggests that some revisions might be made in the provisions of our state statutes."

Deputy Commissioner John C. Ready, who directs the administration of the Division of Factory Inspection, and William G. Ennis, Deputy Labor Commissioner, who is in charge of the Division of Mediation and Arbitration, were introduced by Mr. Egan. "It is our feeling and it should be yours," the Commissioner said, "that insofar as possible, mediation and arbitration assistance should be rendered to employers and workers in Connecticut by people who are close to Connecticut and who have a knowledge of Connecticut's way of doing." He revealed that the department is looking toward the development of a Division of Mediation and Arbitration which will be adequate to render efficient service to employers and employees on an impartial basis.

A brief historical sketch of the State Water Commission since its creation in 1925, was given by Richard Martin, Director, who called upon manufacturers for increased support in the Commission's pollution abatement program. "The pollution control law which we administer is in no way based on any public health need. It is purely economic and social legislation," Mr. Martin said. "Our supply of water is strictly limited. Pollution is its greatest waster. Our available supply can be conserved only by removing harmful elements from domestic sewage and industrial waters before returning them to a water-way."

Dr. Stanley H. Osborn, State Health Commissioner, reminded those present that funds spent for public health return dividends in that Connecticut has been made a better place in which to live. He explained the operations of the bureaus and divisions of local health administration, and in particular the industrial phase of the department, handled by Dr. Albert S. Gray, Director of the Bureau of Industrial Hygiene, who was also present at the panel conference.

William J. Cox, State Highway Commissioner, represented that state agency at the conference, and spoke on "Motor Roads for Connecticut." He pointed to the significant accomplishments of the department, stating that although overwhelming strides have been made in the building of good roads throughout the state, the problem of congestion, hazard and delay and the one of creating real motor vehicle roads to link our cities with one another, not merely from city line to city line, but from heart of city to heart of city, have yet to be solved.

"I have great confidence in the ability of the highway department," the Commissioner said, "with the aid on one hand of the city plan commissions and engineering forces of our cities, and on the other hand of the engineering staff of the Federal Public Roads Administration, to solve the problems of engineering and economics."

Walter W. Walsh, State Tax Commissioner, outlined the many steps

which are now being worked out in that department toward the streamlining of both personnel and mechanical equipment for an even more efficient administration of the state's tax matters. He revealed that the Excise, Inheritance, Municipal and Corporation Divisions are currently being reorganized, and that the Research Tax Division is presently engaged in compiling necessary information relating to additional tax revenues for the use of the Governor, budget officials and the incoming legislature.

"Duties and Functions of the Workmen's Compensation Commission" was the title of the talk given by Leo J. Noonan, Chairman, Workmen's Compensation Commission. He explained the district divisions of the Commission and pointed out that each of the five commissioners has sole jurisdiction over accidents arising in his district.

"The limitation on payments to an injured person is a period of 520 compensation weeks," Mr. Noonan explained. "Medical, surgical and hospital care is a proper charge against the employer during the entire life of the claimant at any time. Should the injury necessitate it, he may apply for further medical or hospital care whether or not the compensation period has expired.

The State Department of Education was represented by its Commissioner, Dr. Alonzo G. Grace, who reviewed the functions of that state agency, placing particular emphasis on its activities in the vocational field as an important factor in business and industry.

The Commissioner revealed that it is the responsibility of that department to provide leadership, service, research and planning for the entire educational system of Connecticut, and, in addition, to operate four teachers' colleges, twelve vocational schools, and provide supervisory and administrative service in 90 Connecticut towns.

Panel Chairman C. L. Campbell led a question and answer period following the presentations of the state government administrators to the end that manufacturers might get as much information as possible concerning the future aims of the commissioners on matters concerning industry, and that the commissioners might secure the views of the Association members present.

Evening Session

Following a banquet at 6:15, the meeting transferred from the Hotel Bond to the Bushnell Memorial Hall, and the evening session got underway at 8:00 with the singing of the National Anthem by Russell Summons, a veteran of World War II, to the organ accompaniment of Walter C. Dawley. Colonel Edwin R. Carter, former chaplain, U. S. Army, and pastor of the First Congregational Church, Cromwell, gave the invocation—"A Prayer for Guidance."

Highlights of Gov. Baldwin's Address

In his address of welcome, Governor Raymond E. Baldwin represented Connecticut as among the sturdiest and strongest states in the Union, and attributed that strength, vested largely in the factories and machinery of the state, to the "know how" and resourcefulness of the men who conceived of useful things to make, who built the machines to make them and who then went out and distributed the product. "In that process of building Connecticut to industrial greatness, nobody lost," the Governor said, "everybody gained, because that process of creating real wealth in the form of usable goods made everybody richer."

"You cannot legislate prosperity," the chief executive said. "Prosperity can only be made by men making usable things and making them at a price so reasonable that many people can purchase them." To preserve that prosperity, the maintenance of a reservoir of skilled workers was held by the Governor to be one of the first responsibilities of management.

Because the job of training skilled workers cannot be completely done by the Trade and Technical Schools of the State, top management was urged to collaborate with the State Departments of Labor and Education to work out a more comprehensive apprentice training program in industry.

The Governor reminded those in attendance that "it is a rare period indeed when an actual shortage of skilled workers does not exist," and recalled the extensive job training program which was established in behalf of war production, and which helped immeasurably to win for the state the highest per capita war production record in the nation.

Praising the public spirit and sense of civic responsibility of Connecticut industry management, the Governor



MEMBERS OF THE "Know Your State Government Panel": (seated, l. to r.) John C. Ready, Dep. Labor Commissioner; Howard E. Hausman, Exec. Dir., Employment Security Div., Labor Dept.; Dr. Albert S. Gray, Dir., Bur. of Ind. Hygiene; C. L. Campbell, Pres. Connecticut Light & Power Company; William G. Ennis, Dep. Labor Commissioner; C. L. Eyanson, Sec.; William J. Cox, Highway Commissioner; (standing, l. to r.) John J. Egan, Labor Commissioner; Dr. Stanley H. Osborn, Health Commissioner; Dr. Alonzo G. Grace, Commissioner of Education; Leo J. Noonan, Chairman, Workmen's Compensation Commission; Sanford H. Wadhams, Chm., State Water Commission; Richard Martin, Director, State Water Commission; Walter W. Walsh, Tax Commissioner.

said he saw no reason why labor-management relations cannot continue to be, as they have so largely been, both friendly and co-operative, with "conference-table-settling" of such differences as do arise.

Such teamwork between employer and employee should lead to a period of unparalleled industrial peace and prosperity in Connecticut, Governor Baldwin predicted. "I have faith in the resourcefulness of Connecticut industry. Now that we are moving once more to the path that brought us to the highest level of prosperity this world has ever known, I have complete confidence that the immediate years ahead will see Connecticut industry at its highest productive level. If we work together," the Governor concluded, "we need have no fear of industrial threats from the South—the West, or the Southwest. It can be served further by increasing in every way possible the number of skilled, highly trained workers within our borders. That way we insure our future by developing our most important asset—men with 'know-how.' "

Highlights of Address by Herbert H. Rogge

The significance of teamwork in industry's job today, so prominent throughout the speeches and discussions heard by Connecticut industrialists at the Association's 131st Annual Meeting, was reiterated by the keynote speaker of the evening session, Herbert H. Rogge, Vice President of Westinghouse Electric Corporation, in his address, "Teamwork—An Essential Ingredient of Domestic and International Peace."

The Westinghouse executive cautioned the manufacturing executives, supervisors and foremen present at the evening session that "time is running out" in America's scramble to meet its greatest challenge—and its greatest opportunity—to uphold its tradition as champion of democracy and maintain its leadership in the world's industrial picture.

The race to unite industry and labor must be won quickly if an "unprecedented social explosion" is to be avoided, Mr. Rogge said. "This explosion would be an overwhelming demand on the part of the public for regulation of both contestants, by an arbiter powerful enough to control two such forces. There is but one such powerful arbiter—government—and the end result, no matter what name such government control would be given, is socialism."

"Once both of these great forces recognize the penalties of failure and the rewards of success, and candidly and fearlessly admit this alternative, the vexing and serious problems created by shortages of materials, high taxes, declining dividends, high labor turnover and low efficiency may be solved through this understanding and the resulting teamwork," Mr. Rogge said.

Rising unit labor costs were advanced by Mr. Rogge as one of the foremost problems for consideration. "We have become so accustomed to a rising standard of living in the United States that we take it for granted. We are now facing the possibility, if not the probability, of a long reversal in those factors that have made our standard of living what it is. These new trends are rising unit costs caused by wages and salaries rising faster than production per man hour. The recent practice of paying for wage increases on time—by borrowing against future improvements in productivity to pay current wages and salaries—is a new technique that will confirm and accelerate this trend."

Mr. Rogge stressed the related fact that unit costs in American manufacturing have been rising since 1933 and that this trend has greatly accelerated since 1941 and again since the autumn of 1945. He pointed to the fact that such an economic "infection" cannot be withstood by industry no matter how strong and robust its constitution.

"But there is no need to incur this economic stagnation, this creeping paralysis, and ultimate poverty if American industry is permitted to work out its own salvation. It can produce the leaders to meet and defeat this challenge, as it has always done before, for in spite of our difficulties there is no reason to be pessimistic concerning the future of industry. The causes and remedies of our present problems are within our own experience. No new and unknown disease confronts us. We passed through similar troubles after World War I," the speaker said.

The Westinghouse vice president then viewed the "other side of the fence." He recounted the problems of the men who work in the plants of America, looking at them as individuals, rather than as union members or machine operators, and called upon management to recognize workers as members of its team and remember that "their interests, economic and personal, are no less important to them than are our interests to us."

"Labor relations," according to Mr. Rogge, "frequently hit a snag for the simple reason that management at times fails to appreciate fully what labor is thinking. Elmo Roper, widely

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AT THE EVENING SESSION: (l. to r.) John Coolidge, Treasurer; Colonel Edwin R. Carter, who gave the invocation; Governor Baldwin; President Alfred C. Fuller; Herbert Rogge, guest speaker; Edward Ingraham, Vice President.

Stanley Works Employees Present Open House

WHEN The Stanley Works in New Britain announced the near completion of their Building No. 150, it marked the culmination of a construction program begun two years ago.

This program called for the erection of five new buildings. One of these is for the extended manufacture of Stanley hardware. It is seven stories high, giving about 245,000 square feet of manufacturing space for the production of articles in the hardware line. Another building of six stories houses the electric tool division with 136,000 square feet of floor space. A third building has been constructed for the manufacture of all wire and rod products, while two smaller buildings are now in use: one as a garage for the storage, maintenance and repair of Stanley's extensive motor fleet, and the others for steel operations.

The employees of Stanley reversed the usual procedure and, with the approval of the management, staged an observance of the occasion by taking over a floor of the new seven-story building and presenting a first-class open house during the period between October 9 and 12.

At that time, Stanley employees, their families, as well as New Britain's citizens at large, were given the opportunity, not only of inspecting the new building, but of seeing the products of all divisions comprising The Stanley Works.

Nearly every item manufactured by Stanley was on display; builder's hardware, including roll-up doors, cabinet, refrigerator and furniture hardware, and a special space devoted to door controls; and extensive display of Stanley articles manufactured in New Britain; as well as products of the recently acquired Philadelphia Plant of North Brothers, makers of "Yankee" tools. A large section was devoted to electric tools, and other booths featured steel strapping, pressed metal, razor blade and cold rolled strip steel, and the Stanley Chemical Co., a subsidiary of The Stanley Works, was well represented by end-use products of their lacquer and industrial coatings. All of these items were exhibited in spacious stalls, attractively designed by the employees themselves. Above the exhibitions were over five hundred square feet of photographic murals showing the twenty plants of The Stanley Works—including those in Canada and Sheffield, England—all arranged in a manner that would do credit to professional display artists.

Approximately 20,000 people attended the open house, and families of Stanley employees learned, many of them for the first time, the nature and variety of the work their breadwinners performed. One worker showed his wife and four children a steel roll on which it was his job to execute an assembly line operation. With undisguised admiration his little family listened to his explanation and though they inspected every booth, they always returned to the steel roll which held such a personal fascination for them. In varying ways this scene was enacted a thousand times or more during the run of the open house, with the result that Stanley workers were regarded in a new light by their families.

Although strictly an employee job, management took an active part in the affair from President R. E. Pritchard right down the line. Top executives circulated among the crowd and conversed in a friendly manner with the humblest employee and treated his wife with every courtesy, proving to all present that there were no stuffed-shirts or big-shots in the Stanley organization.

The general program followed a definite pattern each night. That is, there was an entertainment put on by the employees and in which some of the officers took an active part, such as a short opening address by President Pritchard, and a fine historical sketch by Vice-President R. W. Chamberlain. The latter traced the growth of the company from its inception, one hundred and three years ago, when Frederick Stanley, in his little "Bolt Shop," manufactured bolts and hinges, and then went about the countryside selling and installing the hardware he had made. This humble beginning and the huge seven-story building in which the exhibition took place formed a comparison that was obvious to all in attendance.

It is too soon to determine the beneficial results of such an undertaking,



(Left) R. W. Chamberlain and (center) R. E. Pritchard, vice-president of sales and president respectively of The Stanley Works, New Britain took an active part in "Open House" festivities, by greeting employees and telling them about the history and growth of the Company.

but certain signs manifested themselves during the period of display. First and most notable was the employees' learning the importance of their jobs, and what is equally notable and important, their families' learning just what their breadwinners were doing.

Another most unusual result was made evident by the young people of working age who observed the modern building with its tinted walls and innumerable fluorescent lights. These people realized that a job in the factories of The Stanley Works was perhaps more desirable than a white collar position in an office. Personnel executives stated that immediate reaction was noted following the first day's opening, when applicants for jobs called at the office and filed their names for future employment—and this in a tight labor market!

A great deal of good will was created between employees themselves in their own division, and between other divisions—they learned that fellow members of the Stanley family were fine workmen, were human, and were faced with the same problems.

Executives in the mechanical departments feel that such an exhibition will do much to stimulate the quality which characterizes Stanley products, for having seen their output beside that of other divisions, a friendly competitive spirit will have been injected into the minds of all employees.

Executives and employees alike stated that this open house will have a strong influence over labor contractual relations and will provide a friendly basis for any negotiations which might occur in the future.

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EMPLOYEES ATTENDING The Stanley Works "Open House" were given the opportunity of seeing all products made by the Company's several divisions. Above are a group of typical displays showing, in clockwise order, products made from Stanley steel, garage hardware, stamped, formed, deep drawn metal parts by the Pressed Metal Division and carpenters' tools. Center photo featured Stanley box strapping and tools for applying it.

Hartford Veterans Hammer Out a Bright Future



On V-J Day, 20-year-old James Flanagan, a former AAF cadet, quit his job as a toolmaker at a Hartford factory and began to hammer out a career for himself in the Flanagan cellar in the Blue Hills section of Hartford. He hammered several pieces of copper into attractive bowls which a Hartford department store sold in a few days and then asked for more.

That was the beginning of Blue Hill Crafts which today employs six veterans (average age, 23) who pound out a tremendous amount of copper wares in a year and whose weekly payroll on an incentive bonus basis runs well into the five-figure mark. Jim's partner is his brother, Tom, 24, former Merchant Marine officer of three years' service, who became associated with Blue Hill Crafts when he became a civilian in November, 1945.

Besides being expert craftsmen, the Flanagan brothers are sharp businessmen, and by joining the Manufacturers' Association of Connecticut they became its youngest members. They're so chuck-full of ideas that they have found it necessary to form two new companies: The Jay-Tee Co., to make novelties and jewelry from copper by hand and machinery, or combination of both processes, and Birchwood Crafts, to manufacture copper lamps and shades.

Why form the new companies when Blue Hill Crafts is doing so well? Tom Flanagan, in charge of bookkeeping, buying, production, planning, etc., says: "We want to keep Blue Hill Crafts synonymous with excellent hand-made copper wares. With the other companies we can make cheaper work and keep the boys at their jobs during the slack post-holiday periods for copper articles."

"It won't be tough at all having three companies," explains Jim. "I make the dies for the new products and that saves us quite a bit of money."

So much has happened since Jim banged out his first copper tray that the brothers can hardly believe they have been so successful. From the cellar, measuring 35 feet by 28, Blue Hill Crafts expanded in a few months to the Flanagans' three-car garage. Last June they moved into an unused 3,600-square-foot section of the Cheney Bros. Mills in Manchester, 15 miles from Hartford. The Blue Hill Craftsmen, who sing to the clatter of hammers, pound out 34 styles of trays, bowls, ash trays, and coasters. They also make special orders for costume tableware and novelties.

The craftsmen moved to larger quarters after a long search made necessary because they were located in a residential zone. The Hartford Zoning Board was considerate in listening to the Flanagans' pleas for change of zone but ruled against a change.

During the second time extension granted by the Zoning Board, the Flanagans learned from a newspaper photographer that Cheney Bros. had available space and after taking a lease, they moved their benches and few machines to Manchester. They even took along the pin-up "cheesecake" from the cellar walls.

When OPA was temporarily suspended July 1, prices went up on many manufactured goods. But the Flanagans had to be different. They decreased their wholesale prices an average of 25 per cent. On several items they slashed off 33 per cent.

Tom says a time study resulted in the decreases. The craftsmen had been hammering out their products individually from start to finish. But Tom found out that some were more proficient in certain phases of production; so he instituted a speed-up assembly line system. Now there is more bonus for the men and a lower price for the buyers.

The Flanagans always find their articles easy to sell. After hundreds of trays and bowls were sold in Hartford, they contacted an agent in New York who has taken care of the distribution since then. Queries have come in from all parts of the country on special orders. Blue Hill Crafts also export; the first order being for $650 from Bermuda.

Jim and Tom, both good-looking,

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JIM AND TOM FLANAGAN AT WORK.

NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

THE RECENT RESIGNATION of Samuel Ferguson as president of the Hartford Electric Light Company brings to an end an association of nearly 35 years with the company, although he will continue as chairman of the board.

Austin D. Barney, formerly vice president and general counsel, has been elected to the presidency, and Kenneth P. Applegate, vice president and general manager, has been promoted to the newly created post of executive vice president.

Mr. Ferguson joined the light company in 1912 as vice president, bringing to the firm a knowledge of modern developments in electricity gained through his association with such scientists as Dr. C. P. Steinmetz and Dr. W. P. Whitney, while serving as consulting engineer and research engineer for the General Electric Company, Schenectady, New York.

He became president in 1924, and has seen the company under his management progress to an outstanding position in the electric industry, and to a vital place in the everyday life of metropolitan Hartford. He is former president of the Association of Edison Illuminating Companies and is a trustee of the Edison Electric Institute and a member of the American Institute of Electrical Engineering.

In 1936, Rensselaer Polytechnic Institute awarded Mr. Ferguson the honorary degree of Doctor of Engineering in recognition of his contributions to the development of electric power.

Mr. Barney, who is a grandson of the late Austin C. Dunham, founder of the Hartford Electric Light Company, first became associated with the company as its counsel in 1924. He was made general counsel in 1928, vice president in 1936 and a director in 1944.

Mr. Barney's interests in the field of business and finance are varied, serving as director of the Hartford Steam Boiler Inspection and Insurance Company, Veeder-Root, Inc., Hartford; Hartford Electric Steel Corporation, and several banking and insurance institutions in Hartford and Farmington.

Mr. Applegate has been associated with the light company since his graduation from Rensselaer Polytechnic Institute in 1912, when he joined the company as electrical engineer, and has been general manager since 1929.

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THE "BIGNESS" of the Stanley Works in New Britain, and the scope of its product lines, including the well-known hardware, industrial and carpenter hand tools and the ever-growing electric tool line, were highlighted at the products exhibition staged by employees of the company recently. (See Stanley Works Open House story elsewhere in this issue.)

Items exhibited at the show displayed the breadth of Stanley's operations in Germany, England and Canada, in Vermont, Tennessee, Ohio and other Connecticut towns outside of New Britain. Today the Stanley Works' empire of plants embraces nearly 3.5 million square feet of floor space, and an employee roll of 7,500.

President Richard E. Pritchard and his guest, George P. Hart, fourth president of the company, witnessed

The Cover



CONNECTICUT'S numerous brooks and streams furnish an abundance of subject material—especially in winter—for camera enthusiasts. These same streams for years have also supplied to our manufactories water for power and other purposes. Pictured on this month's cover is Roaring Brook where it flows through Cotton Hollow, South Glastonbury. Along its banks industries have located since early colonial days. Nearby gunpowder was made to supply Revolutionary War cannon and muskets. Today, a mile or so above the scene, Matson Mills produces a fine brand of textiles. Photo by Josef Scaylea.

PAPERBOARD SINCE 1850 — FOLDING BOXES SINCE 1895

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the exposition which was completely planned and arranged by employees for their fellow workers, for members of their families and the community.

"The Century of Progress," a dramatization of the outstanding events in the company's history, was presented by employees as a part of the entertainment program of the exhibition.

★ ★ ★

THE CONNECTICUT State Department of Health recently warned industry in Connecticut that control of solvent vapors in workroom air should receive particular attention with the approach of fall and winter when factory windows are closed.

"High concentrations of the most commonly-used solvents have anaesthetic effects and can cause unconsciousness and death unless ventilation is adequate," state health officials stated in a recent issue of "Health Bulletin."

Definite limits as to toxic substances permitted in workroom air are set by the department's Health Sanitary Code, and Connecticut manufacturing plants have been urged to call upon the chemical, engineering, medical and nursing services of the State Bureau of Industrial Hygiene to check on solvent vapor concentrations.

★ ★ ★

OSCAR G. KNAPP, vice president and treasurer of Clark Brothers Bolt Company for the past three years, has been named president and treasurer to succeed the late Edwin S. Todd, who died on September 16.

The new president has been in the employ of the firm for 43 years. He was made assistant secretary and assistant treasurer in 1919, became a director in 1923 and was appointed vice president and treasurer in 1943.

He is a director of the Southington Bank & Trust Company; vice president of the Chamber of Commerce and assistant treasurer of the Hospital Corporation of Southington.

★ ★ ★

WHAT IS BELIEVED to be the highest suggestion award ever made to a direct production worker in Connecticut during peacetime, has been given to Robert J. Ouellette, an employee of New Departure Division of General Motors, Bristol, in the form of a $1,000 U. S. Savings Bond.

Mr. Ouellette's suggestion is applicable to some 85 centerless grinding machines, one of which he oper-

ARE YOU READY FOR THE KEEN COMPETITION AHEAD?

Recent wage increases, and the practical certainty of more to come, will soon eliminate profits for all but the low-cost manufacturers.

Higher prices that may be allowed by OPA can only delay this. Labor will be certain to demand higher wages proportionate to price increases. It is a basic economic truth—which has been all but forgotten during recent years—that in normal times high prices restrict markets, while low prices expand them.

The farsighted manufacturer will strive to put himself in a position where he will not have to rely on high prices for a profit. When the present backlogs of urgently needed orders have been used up, low prices—quality considered—will be the most effective sales argument against competitors.

Many manufacturers are doing just that today by modernizing their management controls—Wage Incentives, Job Evaluation, Production and Planning, Cost Systems, Foremen's Bonus, improved Manufacturing Methods, etc.—with the help of Plocar Engineers.

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ates. It involved replacing the old style flat guide rails on the machines with round rods. Ball bearing rings were fed into the machines along the rail which wore rapidly, due in part to abrasive particles which it collected, and had to be reground every 18 hours on the average. The round rod, suggested by Mr. Ouellette, may be turned slightly to present a new guiding surface which will last for 84 hours a turn.

★ ★ ★

A NATION-WIDE PROGRAM to stabilize employment in industry has been launched by the National Association of Manufacturers, representing 16,000 industrial firms.

Clarence Randall, vice president of the Inland Steel Co., Chicago, and chairman of the NAM Industrial Relations Program Committee, called the inauguration of the program a "challenge to management to make a frontal attack on all the factors within its control which prevent steady work for employees."

The program calls for "continuous operation" as a means of attaining greater use of plant and equipment, lower production and labor costs per unit, avoidance of overtime penalties during peak periods and reduced labor turnover costs.

Some other points include: standardization of products to avoid frequent changes in machinery and fixtures that now cause layoffs; diversification of products, if seasonal factors are involved; inventory building during slack periods through production planning; formation of labor pools in plants to give men that might be laid off in slow periods the right to repair machinery, clean up, paint and do other maintenance work.

"There is no better way to promote security and higher living standards for employees, greater public confidence in the soundness of our American system, and more efficient, profitable management," Mr. Randall said.

★ ★ ★

A NEW TYPE OF PARKING METER has been developed by M. H. Rhodes, Inc., Hartford, world's largest makers of timing devices, embodying many improved features including better visability to police and the public.

Officials of the Rhodes Company have revealed that 50,000 of the new meters have been sold since V-J Day, as against a total output of 33,000 old style meters during the 10 years prior to the war.

★ ★ ★

GEORGE A. GRAHAM, formerly vice president and director of the Gillette Safety Razor Company, has recently been appointed executive vice president of Schick, Inc., according to an announcement by Kenneth C. Gifford, president of Schick.

Mr. Graham has been connected with the Gillette firm since 1925, with the exception of nearly three years when he served as merchandising director of the Associated Chain Drug Stores. He was elected vice president of the Gillette company in 1934, and in 1944 he retired from that post to manage his orange groves in Florida.

In making his announcement, Mr. Gifford revealed that production at the Schick plant is now higher than ever before, with an increase of 250 employees over the war-time level.

★ ★ ★

HERBERT H. PEASE, president of the New Britain Machine Company, New Britain, was recently elected president of the National Machine

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Tool Builders' Association at the organization's annual meeting at Chateau Frontenac, Quebec.

The retiring president, William P. Kirk, vice president of the Pratt and Whitney Division of Niles-Bement-Pond Company, addressed the tool builders' group and charged that the country "fell down" on the production job after V-J Day, asserting that "although we talked productivity, what we really did was put every obstacle we could think of in the path of production accomplishment."

Mr. Kirk contended that the blame for this should be laid at the doorstep of government and leaders of organized labor, and stated that "until we can get a fair measure of productivity, prices will continue to go up in proportion to wages or even more, and the inflation cycle will continue until we wind up in a national economic collapse. Steadily increasing productivity is the one sure road toward low prices, high wages, steady employment and an increase in the standard of living."

★ ★ ★

EIGHTY-SEVEN EMPLOYEES of the Jacobs Manufacturing Company, Hartford, were honored recently at the Indian Hill Country Club for service amounting to 10 years or more.

Hubert M. Toppin, president of the company, with a record of employment covering 23 years, presented service pins to each employee.

★ ★ ★

THE MEDAL FOR MERIT—the nation's highest civilian tribute for meritorious service in the war—was recently awarded to Francis S. Murphy, publisher of The Hartford Times, by General Courtney H. Hodges, commander of the First Army.

This highest civilian tribute is considered as parallel to the Distinguished Service Medal awarded as a high military honor, and is accompanied by a presidential citation.

The citation to Mr. Murphy follows:

"Francis Stephen Murphy, for exceptionally meritorious conduct in the performance of outstanding service to the United States. Mr. Murphy, from the time that danger of hostilities was first seen, to the end of the emergency, was prominent in Connecticut for leadership and his indefatigable efforts in support of everything related to preparation for and prosecution of the war.

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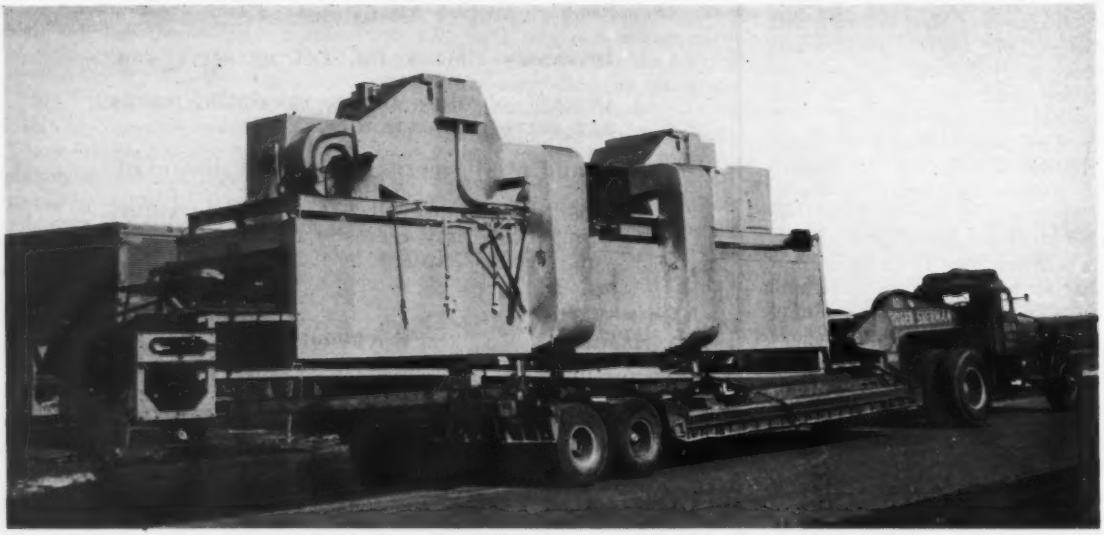
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"He devised and led programs for the recruitment of both men and women for the armed services, gave invaluable aid in helping to solve production problems arising out of the shortage of labor in a critical area, served on a judicial board dealing with subversive enemy alien cases, and in general was the motivating spirit in a multitude of activities.

"Representatives of the armed services, whose duty took them into the Hartford or Connecticut area, found him a tower of strength and a sound adviser in carrying out their assignments. To hundreds of young men seeking to enter the Army or the Navy he gave personal counsel and assistance with their problems. His willingness to serve was an example and an inspiration to his fellow citizens; his clear and resourceful thinking and his vigor in work and in leadership proved a most important contribution to the war effort of the nation.—Harry Truman."

★ ★ ★

"METAL OF THE AGES," a new 16mm sound, colored film, has recently been produced by the Bridgeport Brass Company, and is available for showing to distributors, customers, civic, industrial and educational groups throughout the country.

The picture runs slightly over 1,400 feet in length, and has been in preparation for four years by the public relations department of the brass company. It shows mill products operations of the company in sheet, rod, tubing, wire, brass, copper and bronze alloys.

The overall plan for the film was suggested by Herman W. Steinkraus, president and chairman of the board, and the photography, scenario and technical supervision was given by employees of the company.

★ ★ ★

VETERAN EMPLOYEES of the manufacturing division of McKesson & Robbins, Inc., Fairfield, whose combined length of service totaled 1,863 years, were honored recently by the presentation of long-service awards consisting variously of a gold emblem, bronze plaque and an engraved scroll.

Two of the 123 honored employees were in the 25-year class and 121 in the 10-year category. The awards were presented by W. E. Dewell, general manager, at a series of employee meetings held in the various departments in the Fairfield plant.

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"SUNSWITCH," an electronic lighting control being manufactured by the Ripley Company, Inc., Deep River, is designed to actuate a switch in accordance with the rise and fall of natural illumination, automatically turning street lights on or off, depending on the amount of daylight.

L. R. Ripley, president of the company, disclosed that the control can be set to provide a maximum "lights on" period from 25 minutes after sunset to 25 minutes before sunrise, and that a time delay of 20 seconds is provided in operation to prevent intermittent interference from lightning, stray lights and passing clouds.

President Ripley also disclosed that more than 70 major utility systems in the country are contemplating the installation of the "Sunswitch" control.

★ ★ ★

AVARD E. FULLER, general sales manager and a member of the board of directors of the Fuller Brush Company, Hartford, was recently elected secretary of the firm. He first joined the company in 1937, and has spent several years in various phases of the business, including research, production and distribution.

Later, as sales promotion manager, he spent two years traveling to all parts of the country, visiting branch offices, and through his personal contacts, effected a closer and more efficient relationship between the field organization and Hartford headquarters.

WITH THE INAUGURATION of the 5¢ airmail rate by the Post Office Department, Pitney-Bowes, Inc., of Stamford, has developed three special postmark advertising plates, featuring the new rate.

The three designs have been prepared by the Stamford firm to promote even greater use of air mail by its meter-using customers with the simple messages: "Mail by Air a Nickel"; "Speed Your Letter—Mail by Air—Five Cents an Ounce"; "Your Letters Can Fly Now at a Nickel an Ounce."

The plates are being offered by the company at special rates in cooperation with the Post Office Department.

★ ★ ★

WITH ITS RECONVERSION program now nearly completed at a cost less than originally anticipated, the G. E. Prentice Manufacturing Company, Kensington, recently announced a special employee bonus and proposed stock dividend, both made possible by unusued reserves from the firm's reconversion funds.

Under the bonus plan, employees with more than five years service will receive 100 hours pay; those with four years of service 90 hours; three years, 60 hours; two years, 40 hours; one year, 20 hours; less than one year, 10 hours.

★ ★ ★

THE AMERICAN PAPER GOODS COMPANY, Kensington, has recently opened a new $1,500,000 plant in



VETERAN-EMPLOYEES OF THE STAR PIN COMPANY with thirty-five years or more service photographed on eightieth birthday of the company, September 25, 1946: (Reading from left to right. Number following name indicates years of service) Standing: William G. Bauer (47), President Irving H. Peck (53), Edward Bergin (39), Arthur Schummrick (36), Charles I. Sterling (38), Edna A. Vaughn (45), Elizabeth M. Flynn (50), Elsie D. Cropper (35), Colin C. Armour (38), Lester T. Bavier (41), August Baum (40), Frank W. Cramer (45), William J. Piper (46). Seated: William S. Harkins (37), John Peters (47), Grace Thompson (55), Mary E. Wright (55), John H. Cropper (63), Amos E. Piper (58), Albert L. Beach (56), Henry R. Regan (48), Ernest Munsford (39). Absent: Theodore Hoyberg (39).

Chicago, thus enabling the company to extend manufacture of its Puritan Cups and Containers to the western division in addition to the main plant at Kensington, according to an announcement by Edward S. Lancaster, president.

The company was founded in Kensington in 1893, and the western division was established in 1912.

★ ★ ★

AT THE ANNUAL DINNER for 20-year service men of the Fuller Brush Company, Hartford, 46 employees were honored for long service, the largest group ever to be so recognized in the history of the company.

Alfred C. Fuller, chairman of the board of directors, presented 25-year service pins to 33 employees, including Vice President and General Manager Frank W. Adams, Treasurer Henry D. Fowler, Comptroller Louis H. Graham and Corporation Counsel Glen W. Fox.

Thirty-year pins were presented to Peter Lattanzio and Raymond Barlow, and engraved watches and 20-year pins were presented to 11 men.

★ ★ ★

H. M. HORNER, president of United Aircraft Corporation, East Hartford, has recently announced the appointment of James S. Lee as European representative of the company.

Mr. Lee, who left last month to select a location for the aircraft company's European headquarters, has been identified with Pratt and Whitney Aircraft Division for the past nine years. He lived for three years in France, and received part of his education at the Lycee Lakanal in Paris. Returning to this country, he attended Culver Military Academy and Yale University.

He was employed for two years by the Spencer Importing Company of New York before joining Pratt and Whitney Aircraft in 1937.

★ ★ ★

IN BRIDGEPORT, one of the most progressive steps in industrial recreation in the city's history is being sponsored by the Bridgeport Brass Company in its arrangement with the Boston Bowling Alleys, under which the company takes over the Boston alleys on Mondays, beginning at 2:30 and running until closing time.

During the day and night nearly 500 Brass Company employees bowl

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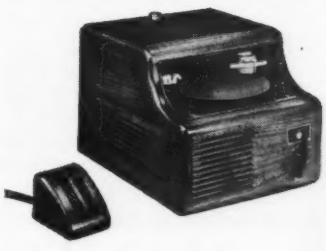
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on 76 separate teams. The teams are formed into ten divisions, the champions of which will compete in a special play-off at the end of the season to determine the champion of the Bridgeport Brass Company.

★ ★ ★

ENTHONE, INC., New Haven, has recently announced the development of a new type of mulsifiable solvent cleaner designated as Emulsion Cleaner EC-75.

Officials of the firm recommend the new product for the removal of oil, buffiing compounds and other organic dirt, as well as solid dirt, from all types of metals including the active metals, zinc, aluminum, brass and nickel silver.

The cleaner is described as a penetrating solvent to replace naphtha, kerosene and chlorinated solvents, with a high detergent quality.

★ ★ ★

IN AN EFFORT to prevent the loss of former wartime industrial employment in Connecticut, Governor Baldwin recently urged the state's larger manufacturers to give their surplus and subcontract work to smaller plants in the state.

The Governor suggested that the industrial division of the State Development Commission be used as an official clearing house for such contract distribution, explaining that manufacturing plants equipped to do subcontract work have been classified by the commission according to product, type of work specialized in, experience, size and equipment.

"I strongly urge that you augment your present procurement facilities by using this available state service and contact the Development Commission when you have work to place," the Governor said. "It will provide a rapid short cut in locating proper sources for you and it will keep your overflow work in Connecticut, close to your plant. (Ed. Note. To companies wishing to place contracts or to secure them we suggest that you also list your desires with the MAC, which through personal contact and through its weekly "Opportunity Corner" bulletin has located or placed several million dollars worth of business.)

★ ★ ★

THE 1947 PROGRAM of the Hartford chapter of the Society for the Advancement of Management has recently been announced by Leon J. Dunn, president.

All of the year's meetings, through June, 1947, are scheduled to be held at "The Hedges," 615 Hartford Road, New Britain, with dinner at 6:30 P. M. and the Technical Session at 8:00 P. M. On January 2, Allan H. Mogensen, Consulting Engineer, will discuss "Increased Productivity Through Work Simplification." "Time Study and Costs" will be covered at the February 6 meeting by Phil Carroll, Jr., Consulting Engineer.

Samuel L. H. Burk of the Atlantic Refining Company will be featured at the March 6th meeting in a discussion on "Administrative Planning." On April 3rd, William Gomberg, Director of Management Engineering Department, International Ladies Garment Workers' Union, will speak on "Application of Industrial Engineering Techniques to Collective Bargaining."

The question of the "Guaranteed Annual Wage" will be discussed by Ernest Dale, American Management Association, on May 1, and on June 5, R. R. Zimmerman, White House, Washington, will talk on "Management's Perspectives—Past, Present and Future."

The officers of the Hartford chapter, one of 47 in the national organization that includes more than 5,000 members, are: President, Leon J. Dunn, Veeder-Root, Inc., Hartford; Vice President, Dean Laurence J. Ackerman, University of Connecticut; Secretary, Karl E. Manke, Veeder-Root., Inc.; Treasurer, Walter Grubenman, Peck, Stow & Wilcox Co., Southington.

★ ★ ★

STANLEY M. PRIOR, manager of disributor sales at Fafnir Bearing Company, New Britain, since 1919, died recently at his home.

He is accredited with having begun the development throughout the country of a system of jobber and distributor sales for Fafnir.

Born in New Britain, a descendent of the city's earliest settlers, Mr. Prior joined the American Hardware Corporation upon his graduation from high school and later served in the contract department of the P. & F. Corbin Division.



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THREE-QUARTERS of a century ago The Parker Stamp Works was established in Hartford by T. M. Parker, a conscientious and ambitious New Englander, for the manufacture of marking devices. Today, the company is known as one of the nation's most versatile concerns engaged in precision die-making, stamping and engraving work.

It was in Cape Cod, Massachusetts, in 1871 that marking devices were first manufactured under the Parker name, with the same standards of extreme care and skilled craftsmanship which have been maintained through the years, keeping pace with the company's expansion into greater fields of precision workmanship to meet industry's demand for Parker services.

With its impressive background of sound, healthy and progressive growth, in its 75th anniversary year, the company and its president, Howard L. Bitter, are looking toward even greater growth in the relatively new field of powdered metallurgy in the determination to keep abreast of the latest developments in metal-working as well as the more publicized plastic lines.

★ ★ ★

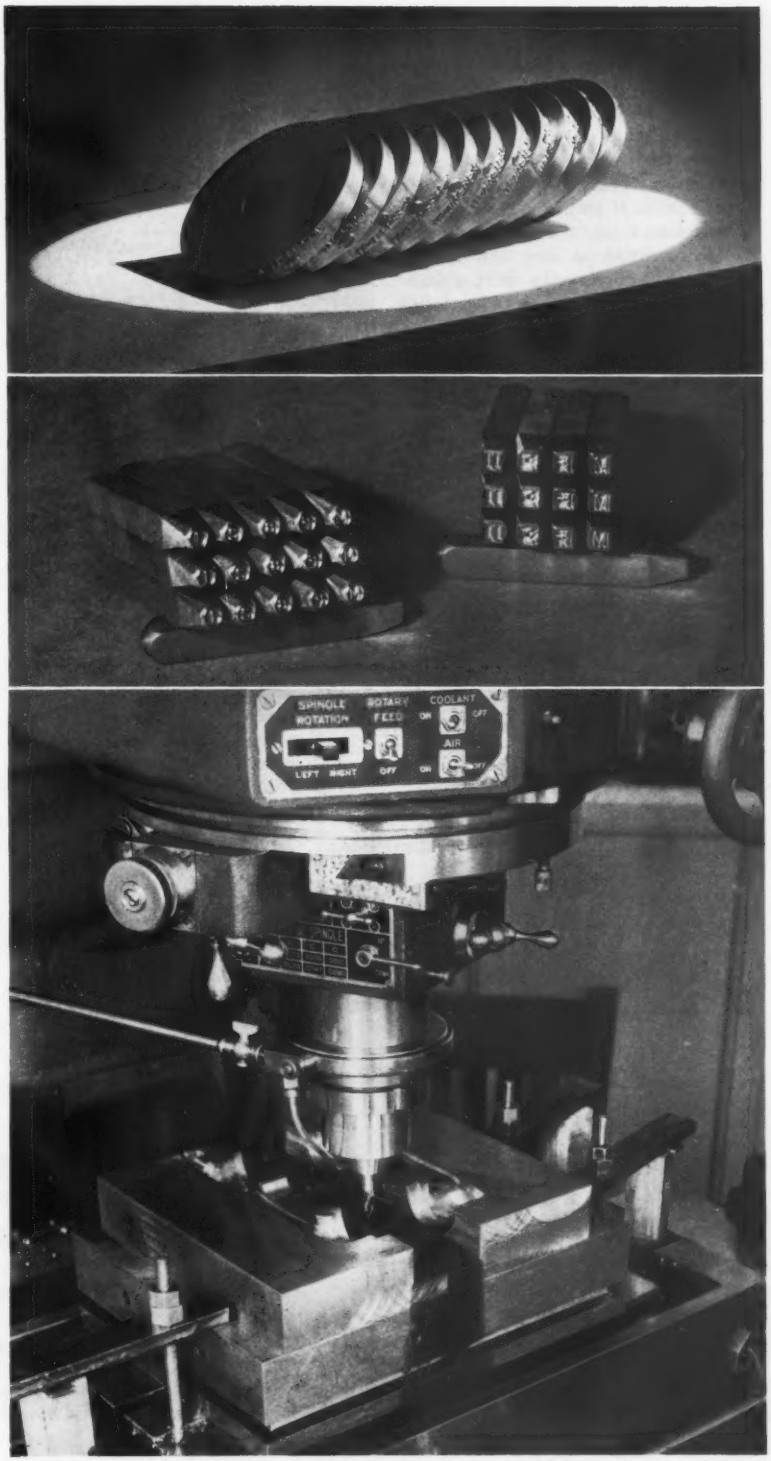
THE NATIONAL ASSOCIATION of Manufacturers, through its chairman of the Government Spending Committee, Norman W. Wilson, president of the Hammermill Paper Co., recently advanced a four-step formula for lightening the burden of public debt:

1. Immediate start of debt retirement.
2. Continuous retirement at a rate of not less than 2½ billion per year until the debt is eliminated.
3. Increasing amortization by at least as much as the interest is steadily reduced by payments on the principal.
4. Increasing such payments as the national income rises.

Mr. Wilson points out that, even without increase of payments as the national income rises, "the formula would result in complete retirement of the national debt in 58 years and in cutting the debt in half within less than 40 years. In the first 10 years, $27 billion or about one-tenth of the present debt would be retired."

★ ★ ★

ONE INTERESTING REASON for the scarcity of new cars was given by Alfred P. Sloan, Jr., chairman of General Motors, recently, when he stated that the automotive industry



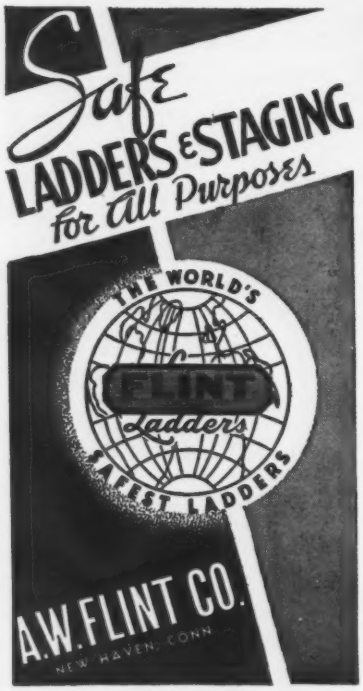
A REPRESENTATIVE SELECTION of products manufactured by The Parker Stamp Works, Hartford concern specializing in precision die making, stamping and engraving, which is observing 75 years in business. Top, roll marking dies for stamping or marking metal; (center) hand marking dies and (bottom) plastic mold for making telephone ear set.

today is "beset by all manner of limitations.

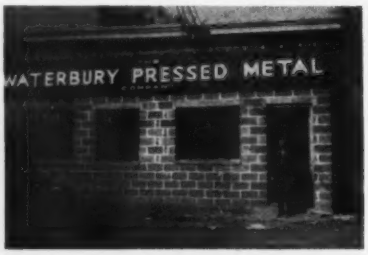
"It is not what we would like to do, what we had planned to do, or expected to do. It is what we are permitted to do.

"Indifferent workers take the place of effective workers. Work stoppages take the place of continuous operation. Absenteeism takes the place of full service. Naturally it does not work."

A further observation on the lack of labor productivity shows that General Motors, output during the month of September, 1941, amounted to 55,000 cars a week with 265,000 employees on the job, as compared with July, 1946, production of half that many cars, by 323,496 employees.



★ ★ ★

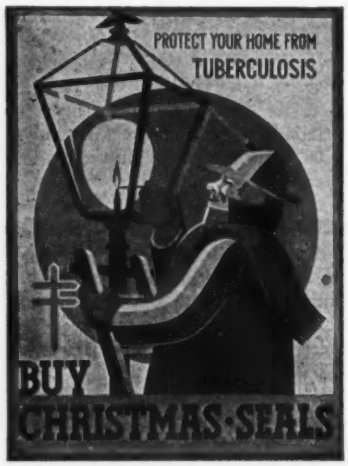


NEW HOME of the Waterbury Pressed Metal Co., Manager Frank P. Schwartz in doorway.

AS THE WATERBURY Pressed Metal Company, Waterbury, observes its 25th anniversary this year, Frank P. Schwartz, now owner and manager of the company, recalls the difficult decision made by his father 25 years ago as to whether he should become superintendent of a large plant outside of Waterbury, or start his own business. Deciding that he would prefer to operate his own business, he associated himself with two other tool maker friends to launch his own machine shop, just a quarter of a century ago.

In a long, barn-like structure leased from G. Lee Wooding of Waterbury, the company began operating its business on the well-founded principle that "nothing was impossible." Through the years, including the war period, the firm has continued to operate on that basis, making vital parts for airplanes and bazooka guns and numerous other items during the war production period.

Before his retirement, brought about by overwork and subsequent illness last February, A. L. Schwartz, the founder, had selected a site for a factory which is now completed. The company now starts its second quarter of a century with a reorganized buffing room and enlarged press room, tool and machine shop facilities, and continues to devote its energies to performing difficult and unusual tasks for larger companies in the Waterbury and surrounding areas.



MACHINE DESIGN

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Annual Meeting: H. H. Rogge Address

(Continued from page 14)

known for the polls he conducts for *Fortune* magazine, reported after one such poll that he concluded labor wanted the following: (1) security above anything else; (2) a chance to advance; (3) to be treated like a human being, and (4) to feel important.

"The *Reader's Digest* made a survey some time ago in which it found that employees' complaints against management were: (1) failure to be treated as a human being, instead of a machine, and failure to be considered as a "partner" in the enterprise; (2) inability to get advancement; (3) a feeling management was trying to keep labor from earning enough pay; (4) resentment against foremen or other supervisory help based on charges of incompetence, favoritism, and petty tyranny; (5) the feeling that management fights against unions, never cooperating with them; and (6) simple physical discomforts, such as unsanitary comfort rooms.

"One of the other complaints mentioned in this study was the failure of management to make any intelligent effort to tell its employees its own side of the story," Mr. Rogge continued.

"I would like to emphasize that these are not complaints advanced by practiced union leaders but that these things that working men want are the result of independent surveys by two organizations without any connection or mutuality of interests. Yet note that in both of these surveys the working man says that one of the things he wants most is to be treated like a human being and not a machine. Here, it seems to me, is the key to the greatest problem of our time, whether we are thinking of nations or industry. It is the cry of the individual to be heard, to be recognized, to be appreciated. It is, in short, the study of human relations, the new science in which we must make as much progress in the next generation as we made in the last generation in the physical sciences if we are to find the solution to the problems of world peace and prosperity.

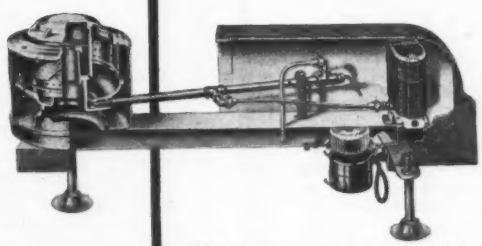
In Mr. Rogge's opinion the development of the true science of human relations rests on the interdependence of nations and of individual men. "Civilized man is interdependent man," he said. "Each advance of civilization has accentuated interdependence, has further complicated the relationship of the individual to his environment to other individuals and to society as a whole."

Going back to another generation, Mr. Rogge laid the credit for the growth of interdependence at the feet of the great industrialists and inventors, George Westinghouse, Thomas Edison and the other "giants" of that day, stating that they, at least in its material phase, advanced civilization more rapidly than ever before in history, thus vastly increasing the interdependence of men and of nations.

Even one hundred years ago, interdependence was a reality. Today, due so largely to those men, interdependence is the supreme reality of existence—to every race and nation, to every group and every individual.

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We need not wonder what they would do if they were here, faced with today's conditions. The record of their lives is one of leadership, which means that they set the highest premium on mutual understanding and on the teamwork that grows out of such understanding. . . .

They would need no argument to convince them that this is indeed one world; that each of us is affected, for better or worse, by the thoughts and actions of others. They would agree, I am sure, that the greatest need of this interdependent world is improvement in the relationships of those human beings whom they did so much to bring closer together and make more dependent on one another. . . .

Fortunately for us, none of us has the responsibility for getting along with Russia, for straightening out China, for keeping the peace in Europe or Asia. Each of us has the job of living peacefully and productively with his immediate neighbors, the job of winning the good will and the friendly cooperation of associates and employees, the job of making interdependence a success in his own individual circle. Surely we can learn how to do that; surely we can deal effectively with men and women of our own kind, who speak the same language, have the same birthright and the same basic traditions, share a common economic interest with us. If we cannot, how can we blame Mr. Molotov for not getting along with Mr. Bevin or Mr. Byrnes for not winning Mr. Molotov to his way of thinking?

Business management has no greater task today than to make clear the facts of interdependence and of mutual interest and mutual progress. Understanding and unity, like charity, begin at home. We cannot have national unity without unity on a local level. And the place to begin to achieve that unity is in the individual business, in the development of confidence and trust and teamwork between manager and employee. . . .

The modern industrial structure has robbed many an employee of much of his sense of individual importance. So far as we can, we must restore it. We must keep our people informed of our plans, our policies, our hopes for the future, and of their place in them. We must make them realize their responsibilities, for the most productive man is the one who feels a sense of responsibility for others as well as for himself. We must give them recognition and a realization of opportunity. Above all, we must give them a feeling of unity with management and ownership. They need to know, more than ever, that united we stand, divided we fall.

We must, and we can, eliminate the belief that there is essential conflict between employer and employee. There can be no conflict of interest between two members of the same team," Mr. Rogge concluded.

Stanley Works Employees Present Open House

(Continued from page 16)

Many of the officials believe that such an employer-employee exhibition should be held at least once a year to impress upon coming generations the desirability and importance of being a member of The Stanley Works' family. President Pritchard stated that such a program as presented by the employees did a great deal for his particular organization. "But," he said, "each manufacturer must tackle his own employee relations problems in his own way. We have found this affair to be pleasant, as well as practical, and we firmly believe that it will be conducive to good results, yet it does not necessarily follow that such satisfactory results would be obtained by some other organization from a like project."

This effort on the part of The Stanley Works is new neither in their employer-employee program of co-operation, nor in their public relations with the municipality. Over a period of years it has been a policy of the Company to sponsor all manner of interdepartmental and inter-divisional athletics, and at various times to invite groups of business and professional men of the city to visit the plants. These groups, comprising about twenty-five people and usually made up of clergymen, lawyers, city officials, and others of similar occupation, have been conducted through some part of The Stanley Works, with a result that these people feel that they are really acquainted with the company, and have an understanding of their neighbor plant, and what it is trying to do for its employees.







OTHER EXHIBITS at Stanley Works "Open House" featured employee activities and company services. Top—photos of athletic teams and trophies won. Center—an interesting display of protective equipment available to Stanley employees. Bottom—first aid equipment and services.

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THE OBSERVER

By N. W. FORD

Executive Vice-President

A PARADOX: Men can't find work. Work can't find men! Our nation seems to be witnessing a great shortage of common labor and there are many who believe that this situation is not going to improve any as time goes on. These folks point out that our young American manhood coming up through the schools will not supply our growing common labor needs. They are being trained for higher skilled jobs.

It has been suggested that a letdown of barriers on immigration would be one way of widening our common labor resources. There are literally millions of manhours of common labor work to be done here in America and the problem is, who is going to do it? Men are needed in our lumber industries, our factories, our mines, for road building, and women are needed for home services. It has been estimated that a million workers would be absorbed in home service duties alone.

During the war we made skilled and semi-skilled workers out of laborers. The question now asked is: How will they be replaced?

★ ★ ★

APROPOS OF CERTAIN PHASES of our own national government and political party policies and trends of vital import to our economic system, it is interesting to note a journalistic shaft aimed recently at socialism in Britain by Charles Morgan, British novelist and dramatic critic.

Mr. Morgan declared that dominant British policies had "placed a ceiling on opportunity."

"Socialism, as now interpreted," he wrote, "is competition without prizes, boredom without hope, war without victory, and statistics without end."

★ ★ ★

THE SCHEDULED AIRLINES of the United States, effective October 15, established a service charge of 25 per cent of one-way fares on domestic airline tickets not canceled by flight departure time. The passenger may inform the airline of his intention not to use the ticket either in person, by telephone, by telegram or mail, providing the information reaches the airline office in the city from which the departure was to be made prior to the departure time of the flight. In cases where 25 per cent of the one-way fare for the remaining portion of any passenger ticket not properly canceled reaches a figure less than $2.50, the service charge applicable under the new ruling will be $2.50, or if the total one-way fare in question is less than $2.50, the service charge shall be the total amount of the fare.

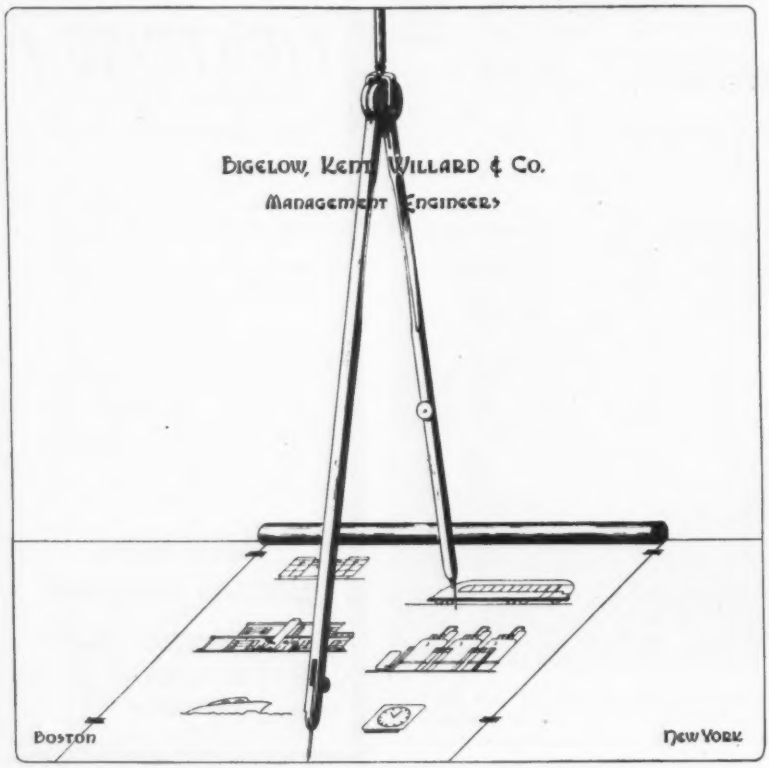
★ ★ ★

THE VOLUME OF FREIGHT TRAFFIC handled by Class I railroads in the first nine months of 1946, measured in ton-miles of revenue freight, was approximately 19.4 per cent under 1945 and about 22.5 per cent less than in the corresponding period in 1944, according to a statement made by the American Association of Railroads. Compared with 535 billion ton-miles in the same period last year, freight traffic in the first nine months of 1946 totaled approximately 431 billion ton-miles. The decrease was 125 billion ton-miles as compared with two years ago.

Showing a decrease of one per cent compared with September, 1945, the traffic in September this year amounted to about 52 billion ton-miles. The amount of traffic handled by the Class I railroads in September this year, however, was 56 per cent greater than the volume carried in September, 1939.

★ ★ ★

A YEAR AFTER V-J DAY, labor turnover in manufacturing industries



had stepped up to wartime levels in August, 1946, it was reported by the U. S. Bureau of Labor Statistics. It was brought out in the report that the hiring rate for all manufacturing in that month was 68 per 1,000 employees, against 59 in July and only 30 per 1,000 in August, 1939.

In fourteen out of nineteen major industry groups, according to the report, women were being employed at a faster rate than men and at the same rate in two others. For every 1,000 workers on factory payrolls in August, 1946, 51 quit, 11 were laid off, 4 were fired and 2 left for other reasons. The separation rate was higher for women than for men.

★ ★ ★

THE JOINT CONGRESSIONAL COMMITTEE on Non-Essential Expenditures, also known as the Byrd Committee, recently concluded that, instead of cutting down, many government establishments have actually and substantially added to their payrolls since V-J Day. This has been done despite Congressional decree and the admonitions of President Truman that "unnecessary personnel" in the multiple and war-swollen Federal bureaus and agencies must be eliminated.

In order to bring down the current high total of 2,500,000 civilian employees to 1,611,000 by June 30, 1947, as ordered by Congress in the Pay Roll Act of 1946, there must be some drastic reorganizations of many bureaus and agencies, the Byrd Committee indicated. Evidence proved, it declared, that departments were "manufacturing" jobs and "transferring" employees between agencies to maintain swollen payrolls.

★ ★ ★

FORTY-THREE PEOPLE out of every one hundred of our total population are gainfully employed at the present time, in comparison with thirty-eight out of every hundred in the boom period of 1929. Present employment, including 2,600,000 in the armed forces, is now just over 60 million. In July, 1945, the total employment went over 66 million or 48 per cent of our total population. This included our then large Army and Navy. There is now a larger percentage of our population employed in non-military work than at any time in the history of our country.

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EXPORT NEWS

By RICHARD F. AMES

Export Manager

THE need to restore automobile transportation in foreign nations is revealed in a survey prepared by the Automobile Manufacturers' Association. It shows that currently only 19 out of every 100 motor vehicles registered in one European country before the war are in operation today with other countries hardly faring better. The survey is based on a U. S. Department of Commerce census of passenger cars, trucks and buses in 184 countries, territories and possessions. It reveals a decline in world registrations from 45 to 42 million vehicles during the war. About 75 per cent, or 31 million, of all remaining vehicles are registered in the United States.

Despite the tremendous world-wide demand, United States automobile makers have shipped overseas but one car out of every 20 produced. By contrast, the British motor industry, most active competitor in foreign markets, is making a determined bid to capture world motor vehicle trade. In the first seven months of 1946, British motor makers exported 46,408 passenger cars, or 50 per cent of their total output. Thus, while America is exporting cars below pre-war rates, Britain is shipping vehicles at more than 250 per cent above their former rate.

Here we see one major American industry being outpaced by a country that is in the business of export in earnest. Notwithstanding, our car builders, handicapped by strikes and shortages of materials, have shrewdly planned on doing what they can to supply foreign dealers, apportioning distribution on historical factors. Of the cars sent to foreign lands by U. S. builders this year, 51 per cent have gone to Canada and the South American countries. The remainder have been sent to more than 60 other nations, with some major countries getting only a few cars. We are distinctly encouraged by evidence that many old-line Connecticut industries are likewise making overseas shipments against self-established quotas although the domestic market could easily absorb all they can produce. We can also point to more than a few "newcomers" in the export field who are today laying the groundwork for a sound export business.

Yet we are alarmed to learn how often some Connecticut manufacturer has received half a dozen or a dozen attractive foreign inquiries after his products, and these lie stacked on his desk unacted upon. Troubled with

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shortages and a present domestic backlog, it is easier to decide to let these foreign orders and inquiries slip because he doesn't know export procedure—or having looked into this field, believes it too time consuming to learn. We say to them: "Give it a SINCERE try." If the concern is too small to handle all the details itself, there are plenty of reliable export houses who will ship for you or be your export department.

★ ★ ★

AUSTRALIA AND NEW ZEALAND have invited Great Britain, France, Holland and the United States to a conference to be held in Australia early in 1947 to plan the economic development of the Pacific islands. A commission similar to the Caribbean Commission is to be set up to consider matters of native welfare and commercial expansion. Military and legal questions, however, are not to be considered. The action should ultimately lead to another foreign market area where American products will go well.

★ ★ ★

MUCH IS BEING SAID about Argentina's getting ready for an all out drive to increase her industrialization by one-third in the next five years. Perone's push for industrialization holds first place in a plan for national development that now is before the Argentine Congress for approval. It calls for reorganization of the executive branch of the Government and for expenditure of $1,600,000,000 in Government money on a broad program of economic development. Selected industries marked for special encouragement and to be given tariff protection have not been named, but priority is to be extended to those that either use Argentine raw materials or, employing imported materials, produce goods which are essential for private consumption or for national defense.

★ ★ ★

"SMALL BUSINESS and the Webb-Pomerene Act" is the title of a report issued by The Foreign Trade Subcommittee of the Special Committee of the Committee to Study Problems of American Small Business (U. S. Senate). The report concludes that small business is unlikely to gain significantly by the exemptions from the antitrust laws provided by the Webb-

(Continued on page 44)

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EMPLOYMENT NOTES

By JOHN P. AHERN

Executive Assistant

Group Life Insurance Plan for Association Members*

THE above plan, underwritten through the Travelers Insurance Company of Hartford on July 1, 1944, was entered into for the purpose of permitting member employers of the Manufacturers' Association to recognize their supervisory and key personnel by providing them an opportunity to obtain additional Life Insurance protection at a low cost without medical examination, in amounts ranging from $1,500 to $10,000. Wherever this insurance has been offered on the contributory basis, it has been enthusiastically received by this class of employees, which is a definite proof of the fact that it satisfies a real demand for low cost protection.

* Data prepared by John P. Ahern, executive assistant, M.A.C.



The increased cost of living accompanied by higher taxes has seriously menaced the financial security of many salaried employees, particularly those in the younger age groups who have small children and whose net income has been materially reduced. In many instances this reduction in income has resulted in drastic curtailmet of savings programs and Life Insurance purchases and has made it impossible for such employees to provide adequate protection of their dependents. Although it is possible for most member companies to satisfy, in some measure, this need through the medium of their own Group Life Insurance arrangements, the maximum amount of insurance permitted on any one employee is relatively small. Insurance available under this plan would be in addition to and independent of any Group Life or any other Employee Insurance Plan now carried by a member company.

★ ★ ★

Any member company insuring 25 or more eligible employees may adopt the plan at any time. Smaller groups are subject to the approval of the insurance company in accordance with its underwriting requirements. At present, this underwriting requirement specifies that 50% of the total coverage should be on groups with less than 10 people insured.

★ ★ ★

At the time of the institution of this novel plan, it was then out of the "guinea pig" stage, as a similar plan had been operating successfully through the Michigan Manufacturers' Association. Subsequent to the installation of our plan, the Travelers has entered agreements with four other state manufacturers' associations throughout the country. In addition, four state associations have the plan under consideration. Based on experience with these different organizations, we have been assured that the coverage is practically identical in operation and experience with any regular type of group life insurance so familiar to manufacturers. At the end of our second year of participation, July 1, 1946, total coverage on employees of insured members is $12,250,000 in individual groups of 120 companies.

★ ★ ★

Mortality experience is figured for the entire plan, and any experience rating credits are refunded to those participating on a prorated basis. This year a cash refund, amounting to $19,656.07, was based on the sum of $1.00 per thousand dollars of insurance in force for each completed twelve months' participation in the plan since January 1, 1944. For fractional parts of twelve months of such periods up to July 1, 1946, the amount of such cash refund was prorated.

Loss ratio for the first year was approximately 65%, which is considered normal by the insurance company. At the end of the second year, however, our experience resulted in a loss ratio of only about 20%. Since July 1, 1946, the beginning of the third full year of operation, we have had four claims totaling $25,000, which makes a cumulative total of claims paid of $175,000. A balance still available for refund purposes is being held in trust by the insurance company as a cushion against any unusual mortality experience, which is not, however, expected.

★ ★ ★

During the reconversion period, growth of the plan was slow but now that production schedules are being straightened out, there is an increased interest in the plan, evidenced by the number of new subscribers in its third

(Continued on page 44)

Hartford Veterans

(Continued from page 17)

single, and six-footers, have an ideal understanding between themselves. There never are disagreements. Everything moves along smoothly. They don't mind admitting that no one else but themselves has money invested in their three firms.

Jim says: "We're all friends here; we went to school together. Now, take Bob Hall. He lost his right leg while with the Seabees at Saipan. Bob got married since he began working with us and later he bought a $12,500 house in Manchester. The Government has cut down on his pension but that isn't bothering him."

The only experience Jim had in metal craftsmanship prior to opening his "boiler factory" was in the metal art crafts course in Weaver High School and during the Christmas season of 1944 when he made some pewter articles for a Hartford store. Then pewter became short and he stayed at his factory job.

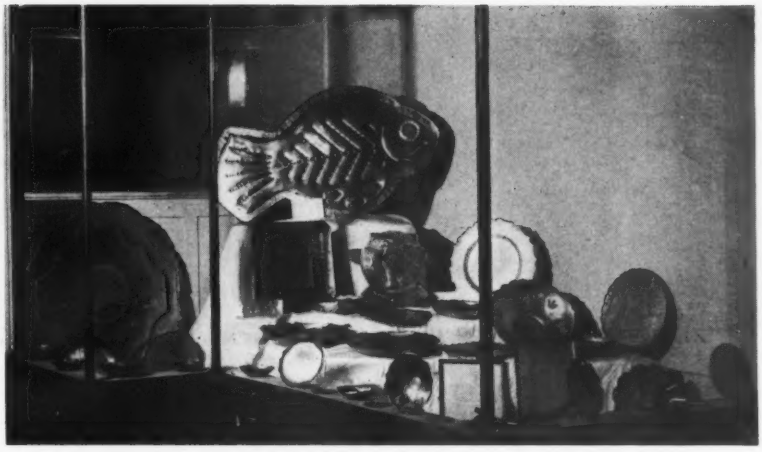
The Flanagan brothers never worried about machinery; their most important tools have been hammers. Copper, although scare at times, was never too big a problem because it was ordered in half ton lots and a good supply was always kept—just in case.

As machinery becomes more available, they will be branching out into production of brass and stainless steel articles. They have a process which they call "pewtelle" which makes copper articles shine better than if they were chromium-plated.

"Although there is quite a bit of competition," says Jim, "we make so many items that we think our goods are better in looks as well as in price."

Being veterans, the Flanagans are anxious to help ex-servicemen. They plan to hire only veterans as their firms prosper.

"I've got an idea which ought to help many veterans working their way through college," reveals Tom. "We're going to make copper bracelets in pewtelle which will have initials of girls, or their full names, or initials and names of colleges, sororities and clubs. We've already contacted the deans of several colleges and have suggested that the students be permitted to sell the bracelets at a 40 per cent commission. The sky is the limit for possibilities in this field."



A DISPLAY of hand made copperware by Blue Hill Crafts.

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, Of CONNECTICUT INDUSTRY, published monthly at Hartford, Conn., October 1, 1946.

STATE OF CONNECTICUT
COUNTY OF HARTFORD

Before me, a Commissioner of the Superior Court, in and for the State and County aforesaid, personally appeared L. M. Bingham, who, having been duly sworn according to law, deposes and says that he is the Editor of the CONNECTICUT INDUSTRY and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication, for the date shown in the above caption, requred by the Act of August 24, 1912, embodied in Section 411, Postal Laws and Regulations, printed on the reverse of this form to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:
Editor . . . . . L. M. BINGHAM
Publisher . MANUFACTURERS' ASSOC. OF CONN.
Managing Editor . . . . . N. W. FORD

2. That the owner is the Manufacturers' Association of Connecticut, officers of which are as follows:
ALFRED C. FULLER, *President,* 32 Colony Rd., West Hartford.
JOHN COOLIDGE, *Treasurer,* 21 Forest Hills Dr., West Hartford.
N. W. FORD, *Exec. Vice President,* 205 Auburn Rd., West Hartford.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of bona fide owner; and this affiant has no reason to believe that any other person, association or corporation has any interest direct or indirect in the said stock, bonds, and other securities than as so stated by him.

L. M. BINGHAM,
Editor.

Sworn to and subscribed before me this 1st day of October. 1946.

FREDRICK H. WATERHOUSE,
Commissioner of Superior Court.

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INDUSTRIAL
Relations — Law

By FREDRICK WATERHOUSE

Counsel

ALTHOUGH the record keeping requirements under the Walsh-Healey and Fair Labor Standards Acts are rather extensive, the Administrator of the Wage and Hour Division has concluded that the use of the microfilming process is permissible under the regulations of the Fair Labor Standards Act, and the granting of a formal exception under the Code of Federal Regulations is not required. This permits employers to microfilm those records which are required to be kept by the Wage and Hour Division and then destroy the original records, thus providing a practical way of increasing filing space. The Administrator suggests, however, that employers should carefully examine the microfilms to see that clear prints have been made before the original records are destroyed.

★ ★ ★

THE POSSIBILITY of an employer's being called upon to pay additional overtime because of some unintentional non-compliance with the Fair Labor Standards Act is not eliminated by any provision which may be in a union contract. Regardless of what the union may agree to as "time worked" in computing hours worked for overtime purposes, the law itself and the Supreme Court interpretations are controlling as the employee, or anyone in his behalf, may not waive the employee's rights under the Act. When negotiating with a union concerning wages, and particularly premium pay for overtime or for certain specific days, it is advisable to check the provisions and interpretations of the Fair Labor Standards Act to be sure that the proposed arrangements are in complete accord with the administration of the Act as it stands at present.

The courts and the Administrator have been quite liberal in their interpretation of time which must be included in hours worked for overtime purposes, especially with regard to time consumed in changing clothes, preparing for work, undergoing medical examinations, walking to and from work on the employer's property, waiting in line or just waiting for any purpose connected with the employer's business.

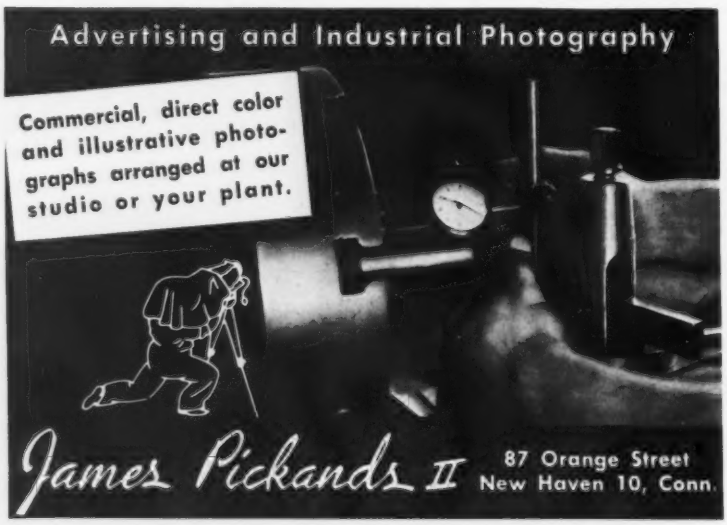
If you have any doubt about your present practice in these instances, or if you are negotiating a contract and have any doubt about the union proposal, you may secure complete information on the latest rulings and decisions from the Association. It is well to check your policy in connection with these matters at not too infrequent intervals. If neglected, they may continue for a number of years and you will then be faced with the problem of going back over your records to recompute the overtime which should have been paid and would also be subject to double damages. Even in those cases where the amounts to be paid the employees because of such misunderstandings or unintentional errors are small, the clerical problem of recomputing the overtime due employees is both burdensome and expensive.

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THE RIGHTS OF EMPLOYERS in expressing their thoughts and in operating their businesses in an efficient manner, free from governmental discrimination, were greatly improved under a recent decision issued by the U. S. Circuit Court of Appeals for the Eighth Circuit in the Montgomery Ward Case. In a rather lengthy opinion, the Court upheld the right of the employer to act with considerable freedom so long as there was no actual coercion involved.

In commenting on the right of an American citizen to express himself without being considered a criminal if someone disagreed with his utterances, the Court said, "The First Amendment is intended to assure a privilege that in itself must be so actual and certain that fear and doubt are absent from the individual's mind, or the freedom is but an abstraction. If the speaker must hesitate before uttering his thoughts, if he must weigh and nicely balance every word so as to determine whether what he is about to say is permitted or forbidden, the guarantee tendered by the Constitution is little more than theoretical. He is 'wholly at the mercy of the varied understanding of his hearers and consequently of whatever inference may be drawn as to his intent and

(Continued on page 44)





INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,

Editor and Director of Development

RECENT employment figures for the nation indicate that predictions made before the close of the war by the Committee for Economic Development regarding post war employment have been more than fulfilled, since there are now over 60 million people gainfully employed in the United States, and unemployment has been reduced to a near-minimum of 2 million.

CED's goal for industrial employment of 40% more than pre-war, has been more than fulfilled since industry now employs 14,549,000 workers, or an increase of 44.3% above 1939 employment. A further study of employment furnished by various divisions of our economy indicates that percentage-wise, industry tops all other groups in performance.

Compared to its 44.3% employment increase since 1939, transportation shows only 37.3% increase, with 4,009,000 employed; service and finance jobs have increased 23.9% to 5,153,000; trade shows a gain of 17.7%, employing 7,793,000; construction, up 20%, shows employment of 2,106,000.

Agriculture shows a decline of 200,000 workers, now employing a total of 9,130,000, while mining has decreased its number of workers 2.5%, employing somewhere around 800,000. One of the most encouraging factors in today's employment picture is the fact that some 9,002,000 persons are self-employed, or an increase of 59.4%. However, the employment by federal, state and local governments is up to 5,394,000, or a 35.2% increase over 1939, which stands out as a strong reminder that the nation must be on its toes to find other employment for many of these workers rather than in government, if it is not to eat up its sustenance by employing an ever-increasing number of men and women in non-creative work, largely caused by its own demands for increased government services.

A LITTLE BOOK entitled "Ideas Have Legs," by Coward-McCann Publishing Company of Washington, D. C., crossed my desk the other day. It is a story of the part that the Oxford movement played during the World War, and indicates how devotion to religious principles on the part of a small group of men in Norwegian countries did much to contribute toward victory for the cause of liberty in World War II.

When a group of British civic officials saw the first copy during the first meeting of the UN Assembly in London, they wrote "This book sets forth . . . the ideology of our democracy. We believe its philosophy can inspire the over-arching, uniting idea which will enable us together to fashion the world for which all men long. In its pages is marshalled evidence of the power of a new spirit to solve the problems of home and industry, racial and national life."

Judging from recent happenings in Europe, the rapid unification of various religious groups in the war-torn countries stands out as the chief bulwark against the encroachment of Communism.

★ ★ ★

IF THE REPUBLICAN politicians and business management fall into the trap of thinking that "all's well with the U. S." because of the election returns, they will be rudely awakened, two, or six or more years hence, by another revolutionary movement which will make the last one look like a

(Continued on page 43)

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PURCHASING NOTES

Contributed by the Purchasing Agents Association of Connecticut, Inc., affiliated with the National Association of Purchasing Agents.

Successful Buying Policies In a Sellers' Market*

In any long-range buying program, one of the basic principles which has been followed successfully in the past is the policy of "buying the market down." The best illustration of this goes back to the days of free markets when the commodity exchanges were operating and there were no governmental restrictions. The crude rubber market was a good example of this. Successful buyers of this commodity kept in close touch with the market to obtain up-to-the-minute quotations. They accumulated their requisitions for tonnage required and when the market declined they started to purchase, increasing the quantities as the market dropped. When the market advanced, they stopped buying. In this way they accumulated a good average price which in the long run would be below the market. They avoided the risk of running out of material while waiting for the market to hit bottom and were never in the position of having to bid for supplies when it was near the top. "Markets always look strongest at the top and weakest at the bottom" is a good thing to remember. Of course, this method of buying crude rubber is no longer applicable.

But the basic principle illustrated here is still good; namely, when the market goes down, buy more. When it goes up, buy less. We are in a rising market, a sellers' market. The relaxation of OPA restrictions, higher labor costs, coupled with shortages caused by strikes and the general bogging down of reconversion, have created a very tense situation which has disrupted the normal processes of buying and selling as we have known them over the years. We also have the problem of upgrading, which is hidden inflation, if you want to call it that, as many of the low and standard grades of materials are no longer available.

What should we do? The only sensible answer is to buy carefully and cautiously for known requirements only and from your best sources. Whether we like it or not, most of the prime sources of materials in this country have a selected customer list upon which will be found the names of those concerns who were regular customers in a prewar base period, such as 1939, 1940, or 1941. They are allocating their production among those customers, most of them for limited periods ahead, say 3 to 6 months. As long as this situation exists, it does not do any good to shower them with orders in quantities that they cannot handle and for deliveries beyond the point where anyone can figure with reasonable accuracy what their requirements are going to be. Buy your minimum needs and keep up your trade contracts. By this means, you stand the best chance of getting your share of the supplies when they are available.

Another recommendation, which is closely correlated to careful buying, is realistic scheduling. We all have seen our best production schedules disrupted and thrown out of balance by strikes, labor shortages, and material shortages of key items. When this happens, you will be doing a service to industry in general if you will reschedule promptly after you have exhausted every means within your power to break the bottlenecks. Many producers today are convinced that buried in their huge backlog of orders are many duplications which will show up when deliveries are offered against them.

The second step in developing a successful buying policy in a sellers' market is to simplify and standardize. One lesson that the war brought home to all of us is that the way to economical production is long runs of standard materials. This makes for better quality, more uniform products, and cuts down the nonproductive time required to change set-ups. We should all use our influence to eliminate "the cats and dogs" which have crept into our production over the years.

The third point in developing a successful buying program in a sellers' market is to explore the use of substitute materials. With the technological advances which have occurred during the war, there are many materials pressing for entry into the market which will do the job better and cheaper than the materials formerly

(Continued on page 43)

* Condensation of address by Robert C. Kelley, Director of Purchases, Dresser Industries, Inc., Cleveland, Ohio, before the NAPA Convention.



BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

At an estimated 44% above normal, the September index of general business activity in Connecticut has risen only two percentage points in the last four months. The current position is 24 points above the standing at the beginning of this year and 31 points higher than in September of last year, when the general index was at its lowest postwar level. The index of manhours worked in Connecticut factories increased five percentage points in September to an estimated 58% above normal, the highest manhour index since July of last year. The employment and construction indices at 36% and 79% above normal, respectively, have remained practically stationary during the past four months. Freight shipments, at 30% above normal, are at about the same level as six months ago although there has been some fluctuation during the intervening months. Cotton mill activity has followed an irregular course during recent months and at an estimated 22% above normal in September was higher than for any month since December 1942.

At the present time approximately 695,000 persons are employed in all divisions of Connecticut industry. This number is substantially more than the 526,000 employed early in 1939, before the outbreak of war in Europe, and well above the 588,000 working in September 1945, following the sudden ending of the Japanese war. Current employment, however, is below the wartime peak of 780,000 reached in March 1943.

The greatest change in employment took place in the manufacturing division where the present total, estimated at 398,000, is 128,000 above January 1939 and 91,000 over September of last year. The highest wartime figure, which was 105,000 above the present level in March 1943, was bolstered by the inclusion of large numbers of women, by young persons who normally would have been in school, and through the in-migration of thousands of out-of-state people. Although the number of persons employed in other than manufacturing industries did not fluctuate as noticeably during recent years, there was some growth in the early war years, a decline during the latter part of the war when military inductions drew heavily from this group, and a noticeable increase this year as many returned to construction, trade and service industries.

During 1945, income payments to individuals in Connecticut, on a per capita basis, were the third highest of any state in the country, according to a recent report prepared by the U. S. Department of Commerce. In that year the average income to residents of this state was $1,449, an amount exceeded only by New York with $1,595 and California with $1,480. The average for the United States last year was $1,150. A comparison with 1939 shows that in that year Connecticut ranked fifth with a per capita income payment of $764 against a national average of $539. Because the Connecticut income was high in 1939 the per cent increase between that year and 1945, 89%, was somewhat less than the 113% increase for the country as a whole.

Retail prices of consumers' goods in large cities advanced about 1.5% between mid-August and mid-September according to preliminary estimates of the U. S. Bureau of Labor Statistics. On September 15, the consumers' price index was about 146% of the 1935-39 average, and 13% higher than a year ago. Retail prices for important living essentials advanced about 10% in the three-month period from mid-June to mid-September. Retail costs for all foods, except meats, rose an estimated 2 per cent in the last month. Prices for all major groups of items in the family budget increased during mid-August to mid-September, with clothing and house-furnishings prices advancing most.





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ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

In these days of advanced relations between labor and management, it has become increasingly important to counteract unfavorable impressions, gained by a large number of people, that industry has a limitless capacity to absorb increased costs. There is a growing misconception among the public regarding the profits earned by "big business," and there are those who foster such a misconception to the disadvantage of management, labor, and the public alike.

It would seem that the establishment of industrial harmony might depend a great deal upon a better understanding of the profit position of our various industries on the part of the man in the street. Recognizing this, and in the belief that the best possible starting point for public enlightenment is "at home," many businesses are making available reports of company operations to their plant and office employees. The information published varies all the way from a simple statement of earnings and financial position to elaborate reports of sales trends, wage analyses, cost data, profit and tax situations, with pie charts, bar graphs, and colorful illustrations.

There is one important point that is often overlooked, however. Unless the information is furnished to employees in their own language, its value may be completely nullified, and in fact, the impression given may be directly contrary to the facts presented.

In a recent talk before the Hartford Chapter, National Association of Cost Accountants, Frank Wallace, Principal of McKinsey & Company, proposed an interesting and seemingly valuable approach to this problem. Since the fiscal unit of time for most plant employees is a week, the proposal was made that the most understandable method of presentation of operating data is "per employee per week." Following this plan, and based on the actual operating results of a well known corporation, an illustrative and self-explanatory report was outlined, and is presented below:

To be effecetive, any report to employees must be brief, factual, and accurate, and must instill confidence in the validity of the figures presented.

TABLE A—SALES AND COSTS FOR 1945

		Weekly Average for Each Employee	Grand Total for the Year
Sales of our products to customers, plus various other income		$129.91	$139,835,559
Subtract—			
Costs of manufacturing and selling our products (wages and salaries NOT included)	$72.72		78,277,826
Taxes (including income taxes)	6.87		7,397,141
Total subtraction		$ 79.59	$ 85,674,967
Amount left for employees, officers and stockholders. After all of the costs are subtracted, an average of $50.32 per week is left for employees, officers and stockholders		$ 50.32	$ 54,160,592

TABLE B—HOW THE $50.32 WAS DIVIDED

Table A shows that an average per employee of $50.32 per week was left for employees, officers and stockholders. It was divided as follows:

Employees	$ 46.06	$ 49,576,809
The average employee received $46.06 per week. All employees received a total of $49,576,809 for the year.		
Officers	.45	484,200
Twenty-three officers received salaries totaling $484,200 or an average of $405 per week for each officer. If all officers had worked without any salary and the amount had been used to increase salaries and wages of employees, the average increase would have been 45 cents per week for each employee.		
Stockholders	3.81	4,099,583
This is the amount set aside for stockholders. It belongs to them because they have invested their money in the Company. All this money was not withdrawn from the Company's funds. Table C shows what they did with their share.		
Total	$ 50.32	$ 54,160,592

TABLE C—WHAT THE STOCKHOLDERS DID WITH THEIR SHARE

Amount left in the Company to buy new equipment, to provide new jobs and to use as a reserve for losses on a rainy day	$ 1.58	$ 1,695,879
Cash taken out of the Company as dividends	2.23	2,403,704
This is a kind of "rent" or "interest" stockholders receive on their investment. The money that stockholders invest provides the buildings in which we work, the tools we use, and the money to absorb any losses we may have. The stockholders' investment in the Company (per employee) is $2,957. The dividends they received gave them a profit of 3.9 per cent on their investment. The reasonableness of this return might be compared with the 2.9 per cent annual interest on War Bonds, except the interest on War Bonds is guaranteed by the government, while the stockholders' dividends are NOT guaranteed and their investment may be reduced through losses.		
Total (stockholders' share)	$ 3.81	$ 4,099,583

Purchasing Notes

(Continued from page 40)

used. By promoting the use of the new materials you are indirectly aiding the national economy by relieving the pressure on the items which are so badly oversold.

The fourth point in my recommendations also presents many difficulties. It involves the purchase and use of surplus government material. It is unfortunate that the governmental system of red tape, priorities and preferences has tangled the whole procedure in a mass of confusion which makes it very hard to do business with the Government. And right now, when it is badly needed to bridge over the gaps of shortages, much of it is still in the hands of the armed forces, obviously surplus but not yet declared.

The fifth point that I wish to emphasize is that sellers' markets do not last forever. Eventually they change to buyers' markets; and, furthermore, this change will occur before most of us are aware of it. Sometime within the next few years, when the productive capacity of this country is utilized to its capacity, this sellers' market will end. Let us hope it does so in a more orderly manner than it did in the twenties. A sensible buying policy now will prevent a bust later.

The sixth and final point that I wish to make is, don't lose the prerogatives and opportunities that are yours by virtue of your job, just because today's market is in a chaotic mess. Old Man Competition still seems to have a breath of life in him. Let's keep him going.

To summarize, we boil down the foundation of successful buying policies in a sellers' market to six points:

1. **Buy sparingly for known requirements.**
2. **Simplify and standardize.**
3. **Use more substitutes.**
4. **Buy Government surplus.**
5. **Remember sellers' markets end suddenly.**
6. **Watch for exceptions to the trend.**

Industrial Development

(Continued from page 39)

"pink tea." The past election merely indicated a surge of disgust over government controls just as the 1932 election was an indication of what great dissatisfaction over a long protracted period of depression can accomplish.

The challenge to demonstrate the real values of the democratic way of life in this country to every man, woman and child should be even greater now than ever before, because that demonstration should now have its best opportunity for success.

Several panel conferences conducted at this year's Annual Meeting sought particularly to generate enthusiasm and determination on the part of member company executives to intensify their efforts to demonstrate the values of our economy, first to their own employees and thereafter to their communities and all other publics. The Association stands ready to give every possible assistance to any companies who need help in the conduct of their public relations, industrial relations or industrial training programs.

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Industrial Relations — Law

(Continued from page 38)

meaning. Such a distinction offers no security for free discussion.' "

The Court went on to say, "If subtleties may be invoked as the basis for an inference that non-coercive remarks may have had an 'altered import' in the minds of the listeners, any employer would be subjected not only to the 'varied understanding of his hearers,' but also subjected to the chance of what the Board might infer. We think such a doctrine would take away all 'security for free discussion.' "

In reiterating its previous stand regarding the employer's right to express his opinion in regard to union matters, the Court repeated, " . . . an employer may disseminate facts within the area of dispute, may even express his opinion on the merits of the controversy even though it involves labor organizations, may indicate a preference for individual dealings with employees, may state his policy with reference to labor matters, and may express hostility to a union or its representatives."

The National Labor Relations Board argued that compulsory attendance at meetings at which the employer expressed his opinions was a species of coercion. The Court emphatically rejected this theory in the following language: "In asking its employees to attend a meeting on company time, at which affairs of mutual interest to respondent and the employees were to be discussed, respondent was employing a convenient means of communicating with its employees. The employees were paid for attending and were not inconvenienced in the least. If they were influenced against their will by the arguments presented, this was a legitimate consequence of free speech and presumably one of its purposes. Free speech is not to be limited to ineffective speech. . . .

"The occasion on which the employer elects to utter his thoughts is not to be considered as an element of coercion. He is as free to speak at one time as another.

"The First Amendment does not prohibit the communication of ideas but rather guarantees that right."

There is little doubt that the Supreme Court will be asked to review this opinion and the foregoing utterances in particular. The issues are clearly presented in this well-reasoned opinion and would seem to give the Supreme Court an excellent opportunity to clear the air of this troublesome subject if it is so inclined. In the meantime, it is a definite encouragement to employers and may be the forerunner of our returning to a freer form of government.

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LYNN W. ELLIS

Westport, Conn.

Employment Notes

(Continued from page 36)

year of operation. This is no doubt attributable to the increased cost of living, bringing home to management the need for consideration of the "forgotten man," namely salaried management, sales, and supervisory personnel.

★ ★ ★

In most companies of the size of those located in Connecticut, it is hard to duplicate, under individual group company policies, the maximum of $10,000 provided by the Association plan. If this were possible, it is doubtful whether there would be experience rating credits for favorable mortality commensurate with those expected under the Association's arrangement. One or two large claims for the maximum under a separately written policy would eliminate all possibility of credits, whereas the Association plan, with a much broader exposure, would not penalize any participating member who had a bad loss ratio in any one year.

One claim was paid to the beneficiary of a foreman in a New Haven company who had left the employment of the company because of disability. Although this man had been totally disabled, there is a provision in the Association plan which permitted his wife to receive a check for the face amount of the policy from the insurance company at the time of his death which occurred many months after he had been forced to quit work because of his health.

★ ★ ★

There are no restrictions in the policy for airplane flying or war service. As many executives of Connecticut manufacturing concerns now fly in privately operated planes, this feature of no restrictions while flying makes the plan exceedingly attractive.

Export News

(Continued from page 35)

Pomerene Act, and that the benefit of more effective selling and reduced costs flowing from pooling sales and other export expense can be gained without entailing any exemptions from the national antitrust policy, which is a chief safeguard of American small business. The subcommittee has arrived at this conclusion after an examination of the activities of export associations for the past 30 years. However, since conditions of world trade in the future may be considerably different from what we have heretofore known as to the extent of trading done by State monopolies, it is acknowledged that small business may find export associations useful as a method of combining to submit joint bids to state trading organizations.

Photographs in this issue, requiring credit, were gathered from the following sources: Cover, Josef Scaylea, South Glastonbury; page 17 (bottom), The Hartford Times; page 27, Arrow Commercial Photo Service, Hartford.

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms
Baker Goodyear Co The — New Haven

Accounting Machines
Underwood Corporation — Bridgeport

Adding Machines
Underwood Corporation — Bridgeport

Advertising Specialties
H C Cook Co The 32 Beaver St — Ansonia
Waterbury Companies Inc — Waterbury

Aero Webbing Products
Russell Mfg Co — Middletown

Air Compressors
Spencer Turbine Co The — Hartford

Air Conditioning
Home Heating Service Inc (forced air heating units, oil fired) — South Norwalk

Aircraft
Chance Vought Aircraft Division United Aircraft Corporation (airplanes) — Stratford
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) — Bridgeport

Aircraft Accessories
Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs) — West Hartford
Warren McArthur Corp (Airplane Seatings) — Bantam

Aircraft Electrical Testing Equipment
United Advertising Corp, Electrical Division — New Haven

Aircraft—Repair & Overhaul
Airport Department Pratt & Whitney Aircraft Division — Rentschler Field East Hartford
United Airports Div United Aircraft Corp — Rentschler Field East Hartford

Aircraft Tubes
American Tube Bending Co Inc — New Haven

Air Ducts
Wiremold Co The (Retractable) — Hartford

Airplanes
Chance-Vought Aircraft Div United Aircraft Corp — Stratford

Aluminum Castings
Newton-New Haven Co 688 Third Avenue — West Haven

Aluminum Forgings
Scovill Manufacturing Company — Waterbury 91

Aluminum Goods
Waterbury Companies Inc — Waterbury

Aluminum Ingots
Lapides Metals Corp — New Haven

Aluminum Lasts
Shoe Hardware Div U S Rubber Company — Waterbury

Aluminum—Sheets & Coils
United Smelting & Aluminum Co Inc — New Haven

Ammunition
Remington Arms Co Inc — Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc — New Haven

Anodizing
Conn Metal Finishing Co — Hamden

Apparel Fabrics—Woolen & Worsted
Broad Brook Company — Broad Brook

Artificial Leather
Permatex Fabrics Corp The — Jewett City
Zapon Div Atlas Powder Co — Stamford

Asbestos
Auburn Manufacturing Company The (gaskets, packings, wicks) — Middletown
Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick) — Bridgeport
Rockbestos Products Corp (insulated wire, cable and cords) — New Haven

Asbestos & Rubber Packing
Colt's Patent Fire Arms Mfg Co — Hartford

Assemblies—Small
Greist Manufacturing Co The — New Haven
Han-Dee Spring and Manufacturing Co The (Small) — Hartford
Wallace Barnes Co The Div Associated Spring Corp — Bristol

Auto Cable Housing
Wiremold Company The — Hartford

Automatic Control Instruments
Bristol Co The (temperature, pressure, flow, humidity, time) — Waterbury

Automobile Accessories
Kilborn-Sauer Company (lights and other accessories) — Fairfield
Raybestos Div of Raybestos-Manhattan Inc The (brake lining, rivet brass, clutch facings, packing) — Bridgeport
Rostand Mfg Co The (windshields, seats and body hardware) — Milford

Automotive Friction Fabrics
Russell Mfg Co The — Middletown

Automotive Parts
Eis Manufacturing Co (Hydraulic and Mechanical) — Middletown

Automotive & Service Station Equipment
Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery) — Bridgeport
Scovill Manufacturing Company (Canned Oil Dispensers) — Waterbury 91

Automotive Tools
Eis Manufacturing Company — Middletown

Bakelite Moldings
Waterbury Companies Inc — Waterbury
Watertown Mfg Co The — Watertown

Bakery Ovens
American Machine & Foundry Co — New Haven

Balls
Abbott Ball Co The (steel bearing and burnishing) — Hartford
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) — Hartford

Banks
Hall Mfg Co (dime and combination) — Ansonia

Barrels
Abbott Ball Co The (burnishing and tumbling) — Hartford
Hartford Steel Ball Co The (tumbling) — Hartford

Bathroom Accessories
Autoyre Company The — Oakville
Charles Parker Co The — Meriden

Bath Tubs
Dextone Company — New Haven

Bearings
Fafnir Bearing Co (ball) — New Britain
New Departure Div of General Motors (ball) — Bristol
Norma-Hoffmann Bearings Corp (ball and roller) — Stamford

Bellows
Bridgeport Thermostat Company Inc (metallic) — Bridgeport

Bellows Assemblies
Bridgeport Thermostat Company Inc — Bridgeport

Bellows Shaft Seal Assemblies
Bridgeport Thermostat Company Inc — Bridgeport

Bells
Bevin Brothers Mfg Co — East Hampton
Gong Bell Co The — East Hampton
Gaynor Electric Company Inc (and buzzers) — Bridgeport
N N Hill Brass Co The — East Hampton

Belt Fasteners
Saling Manufacturing Company (patented self-aligning) — Unionville

Belting
Hartford Belting Co — Hartford
Russell Mfg Co The — Middletown
Thames Belting Co The — Norwich

Benches
Charles Parker Co The (piano) — Meriden

Bent Tubing
American Tube Bending Co Inc — New Haven

Bicycle Coaster Brakes
New Departure Div General Motors Corp — Bristol

Bicycle Sundries
New Departure Div General Motors Corp — Bristol

Binders Board
Colonial Board Company — Manchester

Biological Products
Ernst Bischoff Company Inc — Ivoryton

Blacking Salts for Metals
Mitchell-Bradford Chemical Co — Bridgeport

Blades
Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) — Hartford

Bleaching, Dyeing, Printing & Finishing
United States Finishing Company The (textile fabrics) — Norwich

Blocks
Howard Company (cupola fire clay) — New Haven

Blower Fans
Colonial Blower Company — Hartford
Connecticut Blower Company — Hartford
Spencer Turbine Co The — Hartford

Blower Systems
Colonial Blower Company — Hartford
Connecticut Blower Company — Hartford
L R Mfg Div of The Ripley Co — Torrington

Blueprints and Photostats
Joseph Merritt & Co — Hartford

Boilers
Bigelow Co The — New Haven
Petroleum Heat & Power Co (domestic only) — Stamford

Bolts & Nuts
Blake & Johnson Co The (nuts, machine screw-bolts, stove) — Waterville
Clark Brothers Bolt Co — Milldale
O K Tool Co Inc The (T-Slot) — 33 Hull St Shelton

Bomb Sling & Tank Strap Terminals for Aircraft
Geo W Fleming Co — Wallingford

Bonderizing
Clairglow Mfg Company — Portland
Leeds Electric and Mfg Co The — Hartford

Bouillon Cubes
Maggi Co Inc (Maggi's) — New Milford

Box Board
Lydall & Foulds Paper Co The — Manchester
National Folding Box Co — New Haven
New Haven Pulp & Board Co — New Haven
Robertson Paper Box Co — Montville
Robert Gair Co — Portland

Boxes
Clairglow Mfg Company (metal) — Portland
Folding Boxes Incorporated (paper, folding) — Manchester
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) — Durham
Robert Gair Co (corrugated and solid fibre shipping containers) — Portland

Boxes & Crates
City Lumber Co of Bridgeport Inc The — Bridgeport

Boxes—Paper—Folding
Atlantic Carton Corp — Norwich
Bridgeport Paper Box Co — Bridgeport
M S Dowd Carton Co — Hartford
National Folding Box Co (paper folding) — New Haven
New Haven Pulp & Board Co The — New Haven
Robertson Paper Box Co — Montville
Robert Gair Co — Portland
S Curtis & Son Inc — Sandy Hook
Warner Brothers Company The — Bridgeport

Boxes—Paper—Setup
Bridgeport Paper Box Co — Bridgeport
Heminway Corporation The — Waterbury

Brake Cables
Eis Manufacturing Co — Middletown

Brake Linings
Colt's Patacnt Fire Arms Mfg Co — Hartford
Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial) — Bridgeport
Russell Mfg Co The — Middletown

Brake Service Parts
Eis Manufacturing Co — Middletown

Brass and Bronze
American Brasss Co The (sheet, wire, rods, tubes) — Waterbury
Bristol Brass Corp The (sheet, wire, rods) — Bristol
Chase Brass & Copper Co — Waterbury
Miller Company The (phosphor bronze and brass in sheets, strips, rolls) — Meriden
Scovill Manufacturing Company — Waterbury 91
Thinsheet Metals Co The (sheets and rolls) — Waterbury

Brass & Bronze Ingot Metal
Whipple and Choate Company The — Bridgeport

(Advt.)

Brass Goods
Scovill Manufacturing Company (To Order) Waterbury 91
Waterbury Companies Inc (to order) (small sheet metal parts) Waterbury
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Brass Mill Products
Bridgeport Brass Co Bridgeport
Chase Brass & Copper Co Waterbury
Scovill Manufacturing Company Waterbury 91

Brass Stencils—Interchangeable
Fletcher Terry Co The Box 415, Forestville

Brass Wall Plates
Gaynor Electric Company Inc Bridgeport

Brick—Building
Donnelly Brick Co The New Britain

Bricks—Fire
Howard Company New Haven

Broaching
American Standard Co Plantsville
Hartford Special Machinery Co The Hartford

Brooms—Brushes
Fuller Brush Co The Hartford

Buckles
B Schwanda & Sons Staffordville
G E Prentice Mfg Co The New Britain
Hatheway Mfg Co The (Dee Rings) Bridgeport
Hawie Mfg Co The Bridgeport
John M Russell Mfg Co Inc Naugatuck
Patent Button Co The Waterbury
Shoe Hardware Div U S Rubber Company (footwear, clothing and strap) Waterbury
Waterbury Companies Inc Waterbury

Buffing & Polishing Compositions
Apothecaries Hall Co Waterbury
Lea Mfg Co Waterbury

Buffing Wheels
Williamsville Buff Mfg Co The Danielson

Buttons
B Schwanda & Sons Staffordville
Colt's Patent Fire Arms Mfg Co Hartford
L C White Company The Waterbury
Patent Button Co The Waterbury
Scovill Manufacturing Company (Uniform and Tack Fastened) Waterbury 91
Waterbury Companies Inc Waterbury

Cabinets
Charles Parker Co The (medicine) Meriden

Cabinet Work
Hartford Builders Finish Co Hartford

Cages
Andrew B Hendryx Co The (bird and animal) New Haven

Cams
Hartford Special Machinery Co The Hartford
Rowbottom Machine Company Inc Waterbury

Canvas Products
F B Skiff Inc Hartford

Capacitors
Electro Motive Mfg Co Inc The (mica & trimmer) Willimantic

Card Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Carpets and Rugs
Bigelow-Sanford Carpet Co Thompsonville

Carpet Lining
Palmer Brothers Co New London

Casket Trimmings
Bridgeport Casket Hardware Co The Bridgeport

Casters
Bassick Company The (Industrial and General) Bridgeport

Casters—Industrial
George P Clark Co Windsor Locks

Castings
Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum) Meriden
Charles Parker Co The (gray iron) Meriden
Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London
John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck
Malleable Iron Fittings Co (malleable iron and steel) Branford
McLagon Foundry Co (gray iron) New Haven
Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven
Philbrick-Booth & Spencer Inc (grey iron) Hartford
Scovill Manfacturing Company (Brass & Bronze) Waterbury 91
Sessions Foundry Co The (gray iron) Bristol
Union Mfg Co (gray iron) New Britain
Waterbury Foundry Company The (highway & sash weights) Waterbury
Wilcox Crittenden & Co Inc (gray iron and brass) Middletown

Castings—Permanent Mould
Bradley & Hubbard Mfg Co The (zinc and aluminum) Meriden

Centrifugal Blower Wheels
Torrington Manufacturing Co The Torrington

Chain
John M Russell Mfg Co Inc Naugatuck

Chain—Welded and Weldless
Bridgeport Chain & Mfg Co Bridgeport

Chain—Bead
Bead Chain Mfg Co The Bridgeport

Chartered Coach Service
Connecticut Company The (excursions a specialty) New Haven

Chemicals
American Cynamid & Chemical Corp Waterbury
Apothecaries Hall Co Waterbury
Edcan Laboratories South Norwalk
Macalaster Bicknell Company New Haven
MacDermid Incorporated Waterbury

Cherries
John Magee & Co Incorporated Saybrook

Chromium Plating
Chromium Corp of America Waterbury
Chromium Process Company The Shelton

Chucks
Cushman Chuck Co The Hartford

Chucks & Face Plate Jaws
Union Mfg Co New Britain

Clay
Howard Company (Fire Howard "B" and High Temperature Dry) New Haven

Cleansing Compounds
MacDermid Incorporated Waterbury

Clocks
Seth Thomas Clocks Thomaston
United States Time Corporation The Waterbury

Clocks—Alarm
Lux Clock Mfg Co The Waterbury
New Haven Clock and Watch Co The (spring & electric) New Haven
William L Gilbert Clock Corporation The Winsted

Clocks—Automatic Cooking
Lux Clock Mfg Co The Waterbury

Clock Mechanisms
Lux Clock Mfg Co The Waterbury

Clutch Facings
Russell Mfg Co The Middletown

Clutch—Friction
Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic) Bridgeport

Coinmaster Products
Hall Mfg Co Ansonia

Comfortables
Palmer Brothers Co New London

Commercial Heat Treating
A F Holden Company The 52 Richard St West Haven

Communication Equipment
Airadio Incorporated (aircraft, marine, intra-facility) Stamford

Compressors
Norwalk Company Inc (high pressure air and gas) South Norwalk

Concrete Products
Plasticrete Corp Hamden

Condensers
Airadio Incorporated (variable) Stamford

Cones
Sonoco Products Co (Climax-Lowell Div) (Paper) Mystic

Consulting Engineers
Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave Hartford

Contract Machining
Malleable Iron Fittings Company Branford

Contract Manufacturers
Geo W Fleming Co (Metal parts and assemblies) Wallingford
Greist Mfg Co The (metal parts and assemblies) 503 Blake St New Haven
Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham
Scovill Manufacturing Company (Metal Parts and Assemblies) Waterbury 91
Waterbury Companies Inc Waterbury

Controllers
Manning Maxwell & Moore Inc Bridgeport

Conveyor Systems
Leeds Electric and Mfg Co The Hartford

Copper
American Brass Co The (sheet, wire, rods tubes) Waterbury
Bristol Brass Corp The (sheet) Bristol
Chase Brass & Copper Co (sheet, rod, wire. tube) Waterbury
Thinsheet Metals Co The (sheets and rolls) Waterbury

Copper Sheets
New Haven Copper Co The Seymour

Copper Shingles
New Haven Copper Co The Seymour

Copper Water Tube
Bridgeport Brass Co Bridgeport

Cork Cots
Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Box Manufacturers
Danbury Square Box Co The Danbury

Corrugated Shipping Cases
Connecticut Corrugated Box Div Robert Gair Co Inc Portland
D L & D Container Corp 87 Shelton Ave New Haven

Cosmetic Containers
Eyelet Specialty Co The Waterbury

Cosmetics
J B Williams Co The Glastonbury
Northam Warren Corporation Stamford

Cotton Batting & Jute Batting
Palmer Brothers New London

Cotton Yarn
Floyd Cranska Co The Moosup

Counting Devices
Veeder-Root Inc Hartford

Cut Stone
Dextone Co The New Haven

Cutters
American Standard Co (special) Plantsville
Barnes Tool Company The (pipe cutters, hand) New Haven
O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton
Standard Machinery Co The (rotary board, single and duplex) Mystic

Delayed Action Mechanism
M H Rhodes Inc Hartford
R W Cramer Company Inc The Centerbrook

Dental Gold Alloys
J M Ney Company The Hartford

Dictating Machines
Dictaphone Corporation Bridgeport
Gray Manufacturing Company The Hartford
Soundscriber Corporation The New Haven

Die & Tool Makers
Parsons Tool Inc New Britain

Die Castings
Newton-New Haven Co Inc 688 Third Ave West Haven

Die Casting Dies
ABA Tool & Engineering Co Manchester
Weimann Bros Mfg Co The Derby

Die Castings (Aluminum & Zinc)
Corbin Cabinet Lock Div American Hardware Corp New Britain

Die-Heads—Self Opening
Eastern Machine Screw Corp The Truman & Barclay Sts New Haven
Geometric Tool Co The New Haven

Dies
American Standard Co Plantsville
Hoggson & Pettis Mfg Co The 141 Brewery St New Haven
Parker Stamp Works Inc The (for plastics and die castings) Hartford

Dish Washing Machines
Colt's Patent Fire Arms Mfg Co Hartford

Disk Harrows
Orkil Inc—Cutaway Harrow Division Higganum

Door Closers
Yale & Towne Manufacturing Company The Stamford

Dowel Pins
Allen Manufacturing Co The Hartford

Drafting Accessories
Joseph Merritt & Co Hartford

Draperies
Palmer Brothers Co New London

Drilling Machines
Henry & Wright Manufacturing Company The (sensitive) Hartford

Drop Forgings
Atwater Mfg Co Plantsville
Blakeslee Forging Co The Plantsville
Bridgeport Hdwe Mfg Corp The Bridgeport
Capewell Mfg Company Hartford
Wilcox Crittenden & Co Inc Middletown

Druggists' Rubber Sundries
Goodyear Rubber Sundries Inc (Guardian "Plasti-Cleer," baby pants, crib sheets & bibs, household aprons, raincoats, scarves & hoods, shower curtains, etc.) New Haven
Seamless Rubber Company The New Haven

Dust Collecting Systems
Connecticut Blower Company Hartford

Edged Tools
Collins Co The (axes and other edged tools) Collinsville

Elastic Webbing
Russell Mfg Co The Middletown

Electric Appliances
Silex Co The 80 Pliny St Hartford (Advt.)

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Circuit Breakers
Trumbull Electric Mfg Co The Plainville

Electric—Commutators & Segments
Cameron Elec Mfg Co The (rewinding motors) Ansonia

Electric Cord & Cord Sets
Accurate Insulated Wire Corp New Haven

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted

Electric Insulation
Case Brothers Inc Manchester
Rogers Corporation The Manchester

Electric Panel Boards
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electric Safety Switches
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electric Signs
United Advertising Corp New Haven

Electric Time Controls
R W Cramer Company Inc The Centerbrook

Electric Timepieces
New Haven Clock and Watch Co The (automobile and alarm) New Haven

Electric Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Circuit Breakers
Federal Electric Products Co Inc Hartford

Electrical Conduit Fittings & Grounding Specialties
Gillette-Vibber Company The New London

Electrical Control Apparatus
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electrical Goods
A C Gilbert Co New Haven

Electrical Motors
U S Electrical Motors Inc Milford

Electrical Recorders
Bristol Co The Waterbury

Electrical Relays and Controls
Allied Control Co Plantsville

Electronic Equipment
Airadio Incorporated Stamford

Electronics
Arthur T Hatton & Company Hartford
Crystal Research Laboratories Inc Hartford
Gray Manufacturing Company The Hartford
United Cinephone Corporation Torrington

Electroplating
National Sherardizing & Machine Co Hartford
Waterbury Plating Company Waterbury

Electroplating—Equipment & Supplies
Enthone Inc New Haven

Electrotypes
W T Barnm & Co Inc (all classes) New Haven

Elevators
Eastern Machinery Co The (passenger and freight) New Haven

Enameling
Conn Metal Finishing Co Hamden
Leeds Electric and Mfg Co The (including wrinkle finishes) Hartford
Waterbury Plating Company Waterbury

Enameling and Finishing
Clairglow Mfg Co Portland

Engines
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Envelopes
Curtis 1000 Inc Hartford
Plimpton Mfg Co Div U S Envelope Co Hartford

Extractors—Tap
Walton Company The 94 Allyn St Hartford

Eyelets
Chromium Process Comnany The Shelton
L C White Company The Waterbury
Platt Bros & Co The P O Box 1030 Waterbury
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91
Waterbury Companies Inc Waterbury

Fasteners—Slide & Snap
G E Prentice Mfg Co The New Britain
Scovill Manufacturing Company (Snap) Waterbury 91

Felt
Auburn Manufacturing Company The (mechanical, cut parts) Middletown

Felt—All Purpose
American Felt Co (Mills & Cutting Plant) Glenville

Ferrules
Waterbury Companies Inc Waterbury

Fibre Board
Case Brothers Inc Manchester
C H Norton Co The North Westchester
Rogers Corporation (Specialty) Manchester

File Cards
Standard Card Clothing Co The Stafford Springs

Film Spools
Watkins Manufacturing Co Inc Milford

Finger Nail Clippers
H C Cook Co The 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Hartford
Remington Arms Co Inc Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods
American Windshield & Specialty Co The 881 Boston Post Road Milford
John P Smith Co The (screens) 423-33 Chapel St New Haven
Rostand Mfg Co The Milford

Fireproof Floor Joists
Dextone Co The New Haven

Fireworks
M Backes' Sons Inc Wallingford

Fishing Tackle
Bevin-Wilcox Line Co The (lines) East Hampton
H C Cook Co The 32 Beaver St Ansonia
Horton Mfg Co The (reels, rods, lines) Bristol
Jim Harvey Div Local Industries Inc (nets, lures) Lakeville

Flashlights
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Flashlights and Radio Batteries
Wichester Repeating Arms Company Division Olin Industries Inc New Haven

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The New Britain
Gaynor Electric Company Inc Bridgeport

Fluorescent Lighting Equipment
Wiremold Company The Hartford

Forgings
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport
Scovill Manufacturing Company (Non-ferrous) Waterbury 91

Foundries
Sessions Foundry Co The (iron) Bristol
Union Mfg Co (gray iron) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Foundry Riddles
John P Smith Co The 423-33 Chapel St New Haven
Rolock Inc (brass, galvanized, steel) Southport

Furnaces
Home Heating Service Inc (warm air oil fired) South Norwalk

Furnace Linings
Mullite Refractories Co The Shelton

Furniture Pads
Gilman Brothers Company The Gilman

Gage Blocks
Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford

Galvanizing
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Galvanizing & Electrical Plating
Gillette-Vibber Co The New London

Gaskets
Auburn Manufacturing Company The (from all materials) Middletown
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Gauges
American Standard Co Plantsville
Bristol Co The (pressure and vacuum—recording automatic control) Waterbury
Fonda Gage Company (special) Stamford
Helicoid Gage Division American Chain & Cable Co Inc Bridgeport
Manning Maxwell & Moore Inc Bridgeport

Gears—Reverse & Reduction for Motor Boats
Snow-Nabstedt Gear Corp The New Haven

Gears and Gear Cutting
Hartford Special Machinery Co The Hartford

General Plating
Chromium Process Co The (copper, nickel, chromium and cadmium plating) Derby

Glass and China
Rocknell Silver Co The (silver decorated) Meriden

Glass Blowing
Macalaster Bicknell Company New Haven

Glass Coffee Makers
Silex Co The 80 Pliny St Hartford

Glass Cutters
Fletcher Terry Co The Box 415 Forestville

Golf Equipment
Horton Mfg Co The (clubs, shafts, balls, bags) Bristol

Governors
Pickering Governor Co The (speed regulating, centrifugal, hydraulic) Portland

Greeting Cards
A D Steinback & Sons Inc New Haven

Grinding
Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) 19 Staples St Bridgeport
Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford

Grinding Machines
Rowbottom Machine Company Inc (cam) Waterbury

Grommets
Plume & Atwood Mfg Co The (brass and zinc) Waterbury

Hand Tools
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport
James J Ryan Tool Works The (screw drivers, machinists' punches, cold chisels, scratch awls and nail sets) Southington
Peck Stow & Wilcox Co The (Bit braces, chisels, dividers, draw knives, hammers, pliers, squares, snips, wrenches) Southington

Hardware
Bassick Company The (Automotive) Bridgeport
Hall Mfg Co (bridge table) Ansonia
P & F Corbin Division The American Hardware Corp (Builders) New Britain
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
Yale & Towne Manufacturing Company The (builders) Stamford

Hardware—Trailer Cabinet
Excelsior Hardware Co The Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol
Yale & Towne Manufacturing Company The Stamford

Hat Machinery
Doran Brothers Inc Danbury

Health, Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast and abdomen) New Haven

Heat Treating
A F Holden Co The 52 Richard St West Haven
Bennett Metal Treating Co The 1945 New Britain Ave Elmwood
Driscoll Wire Company The Shelton
New Britain-Gridley Machine Division The New Britain Machine Co New Britain
Stanley P Rockwell Co Inc The 296 Homestead Ave Hartford

Heat-Treating Equipment
A F Holden Company The 52 Richard Street West Haven (Main Plant)
Autoyre Company The Oakville
Stanley P Rockwell Co Inc The (commercial) 2996 Homestead Ave Hartford
Wallace Barnes Co The Div Associated Spring Corp Bristol

Heat Treating Salts and Compounds
A F Holden Company The 52 Richard Street West Haven
Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus
Miller Company The (domestic oil burners and heating devices) Meriden

Hex-Socket Screws
Allen Manufacturing Co The Hartford

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Engineering Co Manchester (Advt.)

Hoists and Trolleys
Union Mfg Company New Britain
Hose Supporter Trimmings
Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport
Hospital Signal Systems
Connecticut Telephone & Electric Division of Great American Industries Inc Meriden
Hot Water Heaters
Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford
Hydraulic Brake Fluids
Ells Manufacturing Co Middletown
Industrial Finishes
Zapon Div Atlas Powder Co Stamford
Industrial and Marking Tapes
Seamless Rubber Company The New Haven
Infra-Red Equipment
Leeds Electric and Mfg Co The Hartford
Insecticides
American Cyanamid & Chemical Corp Waterbury
Insecticide Bomb
Bridgeport Brass Company (Aer*a*sol) Bridgeport
Insulated Wire Cords & Cable
Kerite Insulated Wire & Cable Co Inc The Seymour
Instruments
J-B-T Instruments Inc (Electrical and Temperature) New Haven
Insulation
Gilman Brothers Co The Gilman
Insulating Refractories
Mullite Refractories Co The Shelton
Inter-Communications Equipment
Connecticut Telephone & Electric Division of Great American Industries Inc Meriden
Jacquard
Case Brothers Inc Manchester
Japanning
J H Sessions & Son Bristol
Jib Borer
Moore Special Tool Co (Moore) Bridgeport
Jig Boring
American Standard Co Plantsville
Parsons Tool Inc New Britain
Jig Grinder
Moore Special Tool Co (Moore) Bridgeport
Jigs and Fixtures
American Standard Co Plantsville
Jointing
Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet) Bridgeport
Key Blanks
Corbin Cabinet Lock Div American Hardware Corp New Britain
Graham Mfg Co The Derby
Yale & Towne Manufacturing Company The Stamford
Labels
J & J Cash Inc (Woven) South Norwalk
Label Moisteners
Better Packages Ins Shelton
Laboratory Equipment
Eastern Engineering Co New Haven
Laboratory Supplies
Macalaster Bicknell Company New Haven
Lacquers & Synthetic Enamels
Zapon Div Atlas Powder Co Stamford
Ladders
A W Flint Co 196 Chapel St New Haven
Lamp Shades
Verplex Company The Essex
Lamps
Rostand Mfg Company The (brass, colonial style & brass candlesticks) Milford
Lathes
Bullard Company The (vertical turret cutmaster and Mult-Au-Matic, vertical multi-spindle) Bridgeport
Leather
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury
Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede) Bethel
Leather Goods Trimmings
G E Prentice Mfg Co The New Britain
Leather, Mechanical
Auburn Manufacturing Company The (packings, cubs, washers, etc.) Middletown
Letterheads
Lehman Brothers Inc (designers, engravers, lithographers) New Haven
Lighting Equipment
Miller Co The (Miller, Duplexalite, Ivanhoe) Meriden
Waterbury Companies Inc Waterbury
Lightning Protection
Edward H Brown Hartford & New Haven
Lithographing
New Haven Printing Company The New Haven
Locks—Banks
Yale & Towne Manufacturing Company The Stamford
Locks—Builders
Yale & Towne Manufacturing Company The Stamford
Locks—Cabinet
Corbin Cabinet Lock Div American Hardware Corp New Britain
Excelsior Hardware Co The Stamford
Yale & Towne Manufacturing Company The Stamford
Locks—Special Purpose
Yale & Towne Manufacturing Company The Stamford
Locks—Suit-Case and Trimmings
Corbin Cabinet Lock Div American Hardware Corp New Britain
Excelsior Hardware Co The Stamford
Locks—Trunk
Yale & Towne Manufacturing Company The Stamford
Excelsior Hardware Co The Stamford
Yale & Towne Manufacturing Company The (and suitcase) Stamford
Locks—Zipper
Excelsior Hardware Co The Stamford
Loom—Non-Metallic
Wiremold Company The Hartford
Luggage Fabric
Falls Company The Norwich
Lumber & Millwork Products
City Lumber Co of Bridgeport Inc Bridgeport
Machinery
Fenn Manufacturing Company The (Special) Hartford
Hallden Machine Company The (mill) Thomaston
Peck Stow & Wilcox Co The (Machines & tools for sheet metal fabrication—manually & power operated) Southington
Standard Machinery Co The (bookbinders) Mystic
Torrington Manufacturing Co The (mill) Torrington
Machinery Dealers & Rebuilders
Botwinik Brothers New Haven
J L Lucas and Son Fairfield
Machinery Dealers Inc New Haven
Machines
Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport
Patent Button Company The Waterbury
Special Devices Incorporated (Special, New Developments) Berlin
Machines—Automatic
A H Nilson Mach Co The (Special) Bridgeport
Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport
Machines—Automatic Chucking
New Britain-Gridley Machine Division The New Britain Machine Co (multiple spindle and double end) New Britain
Machines—Automatic Screw
New Britain-Gridley Machine Division The New Britain Machine Co (single and multiple spindle) New Britain
Machines—Forming
A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport
Machines—Precision Boring
New Britain-Gridley Machine Division The New Britain Machine Co New Britain
Machine Work
Fenn Manufacturing Company The (precision parts) Hartford
Geo W Fleming Co Wallingford
Hartford Special Machinery Co The (contract work only) Hartford
LaPointe Plascomold Corp The (precision on molds, tools, dies, etc.) Unionville
National Sherardizing & Machine Co (job) Hartford
Parker Stamp Works Inc The (Special) Hartford
Torrington Manufacturing Co The (special rolling mill machinery) Torrington
Machines—Paper Ruling
John McAdams & Sons Inc Norwalk
Magnets
Cinaudagraph Div The Indiana Steel Products Co Stamford
Mail Boxes, Apartment & Residential
Corbin Cabinet Lock Div American Hardware Corp New Britain
Mailing Machines
Pitney-Bowes Inc Stamford
Manganese Bronze Ingot
Whipple and Choate Company Bridgeport
Marine Engines
Kilborn-Sauer Company (running lights and searchlights) Fairfield
Lathrop Engine Co The Mystic
Marine Equipment
Rostand Mfg Co The (portlights, deck, cabin sailboat hardware) Milford
Wilcox Crittenden & Co Inc Middletown
Marking Devices
Hoggson & Pettis Mfg Co The New Haven
Parker Stamp Works Inc The (steel and rubber) Hartford
Matrices
W T Barnum & Co Inc New Haven
Mattresses
Palmer Brothers Co New London
Waterbury Mattress Co Waterbury
Mechanical Assemblies—Small
M H Rhodes Inc Hartford
Mechanics Hand Tools
Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport
Metal Cleaners
Apothecaries Hall Co Waterbury
Metal Cleaning Machines
Colt's Patent Fire Arms Mfg Co Hartford
Metal Finishes
Mitchell-Bradford Chemical Co Bridgeport
Metal Finishing
National Sherardizing & Machine Co Hartford
Waterbury Plating Company Waterbury
Metal Goods
Waterbury Companies Inc (to order) Waterbury
Metallizing
Conn Metal Finishing Co Hamden
Metal Novelties
H C Cook Co The 32 Beaver St Ansonia
Waterbury Companies Inc Waterbury
Metal Products
State Welding Company The Hartford
Metal Products—Stampings
J H Sessions & Son Bristol
Scovill Manufacturing Company (Made-to-Order) Watebrury 91
Waterbury Companies Inc Waterbury
Metal Specialties
Excelsior Hardware Co The Stamford
Metal Stampings
Autoyre Co The (Small) Oakville
Bridgeport Chain & Mfg Co Bridgeport
DooVal Tool & Mfg Inc The Waterbury
Excelsior Hardware Co The Stamford
Greist Mfg Co The 503 Blake St New Haven
H C Cook Co The 32 Beaver St Ansonia
J A Otterbein Company The (metal fabrica-
J H Sessions & Son Bristol
LaPointe Plascomold Corp The Unionville
Patent Button Co The Waterbury
Plume & Atwood Mfg Co The (brass, copper
Saling Manufacturing Company Unionville
Scovill Manufacturing Company Waterbury 91
Stanley Works The New Britain
Verplex Company The (Contract) Essex
and steel) Waterbury
Waterbury Companies Inc Waterbury
tions) Middletown
Meters—Gas
Sprague Meter Company Bridgeport
Microscope—Measuring
Lundeberg Engineering Company Hartford
Milk Bottle Carriers
John P Smith Co The 423-33 Chapel St New Haven
Millboard
Raybestos Div of Raybestos-Manhattan Inc The (asbestos) Bridgeport
Milling Machines
Rowbottom Machine Company Inc (cam) Waterbury
Mill Supplies
Wilcox Crittenden & Co Inc Middletown
Millwork
Hartford Builders Finish Co Hartford
Minute Minders
Lux Clock Mfg Co The Waterbury
Mixing Equipment
Eastern Engineering Co New Haven
Monuments
Beij & Williams Co The Hartford
Motor Switches
Gaynor Electric Company Inc Bridgeport
Moulded Plastic Products
Colt's Patent Fire Arms Mfg Co Hartford
Patent Button Co The Waterbury
Waterbury Companies Inc Waterbury
Watertown Mfg Co The 117 Echo Lake Road Watertown
(Advt.)

Mouldings
Himmel Brothers Co The (architectural, metal and store front) Hamden

Moulds
ABA Tool & Engineering Co Manchester
Hoggson & Pettis Mfg Co The (steel) 114 Brewery St New Haven
Lundeberg Engineering Company (plastic) Hartford
Parker Stamps Works Inc The (compression, injection & transfer for plastics) Hartford
Sessions Foundry Co The (heat resisting for non-ferrous metals) Bristol

Napper Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Nickel Anodes
Apothecaries Hall Co Waterbury
Seymour Mfg Co The Seymour

Nickel Silver
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury

Nickel Silver Ingot
Whipple and Choate Company The Bridgeport

Night Latches
Yale & Towne Manufacturing Company The Stamford

Non-ferrous Metal Castings
Miller Company The Meriden

Nuts, Bolts and Washers
Clark Brothers Bolt Co Milldale

Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford

Offset Printing
New Haven Printing Company The New Haven

Oil Burners
Miller Company The (domestic) Meriden
Petroleum Heat & Power Co (domestic, commercial and industrial) Stamford
Sident Glow Oil Burner Corp The 1477 Park St Hartford

Oil Burner Wick
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Oil Tanks
Norwalk Tank Co The (550 to 30 M gals., underwriters above and under ground) South Norwalk

Olives
John Magee & Co Incorporated Saybrook

Ovens
American Machine & Foundry Co New Haven

Package Sealers
Better Packages Inc Shelton

Packing
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown
Raybestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive) Bridgeport

Padlocks
Corbin Cabinet Lock Div American Hardware Corp New Britain
Yale & Towne Manufacturing Company The Stamford

Paints and Enamels
Staminite Corp The New Haven
Tredennick Paint Mfg Co The Meriden

Panta
Moore Special Tool Co (crush wheel dresser) Bridgeport

Paperboard
Connecticut Corrugated Box Div Robert Gair Co Inc Portland
New Haven Pulp & Board Co The New Haven

Paper Boxes
Atlantic Carton Corp (folding) Norwich
National Folding Box Co (folding) New Haven
New Haven Pulp & Board Co The New Haven
Robertson Paper Box Co (folding) Montville
Strouse Adler Co The New Haven

Paper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport
M Backes' Sons Inc Wallingford
Warner Brothers Company The Bridgeport

Paper Clips
H C Cook Co The (steel) 32 Beaver St Ansonia

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell Div) Mystic

Parallel Tubes
Sonoco Products Co (Climax-Lowell Div) Mystic

Parkerizing
Clairglow Mfg Company Portland

Passenger Transportation
Connecticut Company The (local, suburban and interurban) New Haven

Pet Furnishings
Andrew B Hendryx Co The New Haven

Pharmaceutical Specialties
Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze
Miller Company The (sheets, strips, rolls) Meriden
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury

Phosphor Bronze Ingots
Whipple and Choate Company The Bridgeport

Photographic Equipment
Kalart Company Inc Stamford

Photo Reproduction
New Haven Printing Company The New Haven

Piano Repairs
Pratt Read & Co Inc (keys and action) Ivoryton

Piano Supplies
Pratt Read & Co (keys and actions, backs, plates) Ivoryton

Pickles
Goodman Brothers Meriden

Pin Up Lamps
Verplex Company The Essex

Pipe
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Co (brass & copper) Bridgeport
Chase Brass & Copper Co (red brass and coper) Waterbury
Crane Company (fabricated) Bridgeport
Howard Co (cement well and chimney) New Haven

Pipe Fittings
Corley Co Inc The (300# AAR) Plainville
Malleable Iron Fittings Co Branford

Pipe Plugs
Holo-Krome Screw Corporation The (countersunk) West Hartford

Plastic Buttons
Colt's Patent Fire Arms Mfg Co Hartford
Waterbury Companies Inc Waterbury

Plasticrete Bloc
Plasticrete Corp Hamden

Plastic—Moulders
Conn Plastics Waterbury
Geo S Scott Mfg Co The Wallingford
LaPointe Plascomold Corp The (custom work of compression type) Unionville
Watertown Mfg Co The Watertown
Waterbury Companies Co Waterbury

Plastics—Moulds & Dies
Parker Stamp Works Inc The (for plastics) Hartford

Platers
Christie Plating Co Groton
Patent Button Co The Waterbury
Plainville Electro Plating Co The Plainville
Waterbury Plating Company Waterbury

Platers—Chrome
Hartford Chrome Corporation The Hartford
Nutmeg Chrome Corporation Hartford
Plainville Electro Plating Co The Plainville

Platers' Equipment
Apothecaries Hall Company Waterbury
MacDermid Incorporated Waterbury

Plating
Conn Metal Finishing Co Hamden

Plumbers' Brass Goods
Bridgeport Brass Co Bridgeport
Keeney Mfg Co The (special bends) Newington
Scovill Manufacturing Company Waterbury 48

Plumbing Specialties
John M Russell Mfg Co Inc Naugatuck

Pole Line
Malleable Iron Fittings Co Branford

Polishing Wheels
Williamsville Buff Mfg Co The Danielson

Poly Chokes
Poly Choke Company The (a shotgun choking device) Tariffville

Postage Meters
Pitney-Bowes Inc Stamford

Precious Metals
J M Ney Company The (for industry) Hartford

Prefabricated Buildings
City Lumber Co of Bridgeport Inc The Bridgeport

Preserves
Goodman Bros (and jellies) Meriden

Press Buttons
Gaynor Electric Company Inc Bridgeport

Presses
Henry & Wright Manufacturing Company The (automatic mechanical) Hartford
Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic

Press Papers
Case Brothers Inc Manchester

Pressure Vessels
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk

Printing
Case Lockwood & Brainard Co The Hartford
Heminway Corporation The Waterbury
Hunter Press Hartford
New Haven Printing Company The New Haven
T B Simonds Inc Hartford
Walker-Rackliff Company The New Haven

Printing Presses
Banthin Engineering Co (automatic) Bridgeport

Printing Rollers
Chambers-Storck Company Inc The (engraved) Norwich

Production Control Equipment
United Cinephone Corporation Torrington
Wassell Organization (Produc-Trol) Westport

Propellers—Aircraft
Hamilton Standard Propellers Div United Aircraft Corp East Hartford

Propeller Fan Blades
Torrington Manufacturing Co The Torrington

Pumps
Yale & Towne Manufacturing Company The (Tri-rotor) Stamford

Pumps—Small Industrial
Eastern Engineering Co New Haven

Punches
Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven

Putty Softeners—Electrical
Fletcher Terry Co The Box 415 Forestville

Pyrometers
Bristol Co The (recording and controlling) Waterbury

Quartz Crystals
Crystal Research Laboratories Inc Hartford

Radiation-Finned Copper
G & O Manufacturing Company The New Haven
Vulcan Radiator Co The (steel and copper) Hartford

Railroad Equipment
Rostand Mfg Co The (baggage racks and mirrors for passenger cars) Milford

Rayon Specialties
Hartford Rayon Corporation The Rocky Hill

Rayon Yarns
Hartford Rayon Corporation The Rocky Hill

Reamers
O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton

Recorders
Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury

Refractories
Howard Company New Haven

Regulators
Norwalk Valve Company (for gas and air) South Norwalk

Resistance Wire
C O Jelliff Mfg Co The (nickel, chromium) kanthal) Southport

Respirators
American Optical Company Safety Division Putnam

Retainers
Hartford Steel Ball Co The (bicycle & automotive) Hartford

Riveting Machines
Grant Mfg & Machine Co The Bridgeport
L-R Mfg Div of The Ripley Co Torrington
Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment) Bridgeport

Rivets
Blake & Johnson Co The (brass, copper and non-ferrous) Waterville
Clark Brothers Bolt Co Milldale
Chromium Process Company The Shelton
Connecticut Manufacturing Company The Waterbury
J H Session & Sons Bristol
Plume & Atwood Mfg Co The (brass and copper) Waterbury
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport
(Advt.)

Rods
Bristol Brass Corp The (brass and bronze) Bristol
Scovill Manufacturing Company (Brass and Bronze) Waterbury 91

Roller Skates
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Rubber Chemicals
Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils) Stamford

Rubberized Fabrics
Duro-Gloss Rubber Co The New Haven

Rubber Footwear
Goodyear Rubber Co The Middletown
United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear) Naugatuck

Rubber Gloves
Seamless Rubber Company The New Haven

Rubber Products, Mechanical
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown

Rubbish Burners
John P Smith Co The 423-33 Chapel St New Haven

Safety Clothing
American Optical Company Safety Division Putnam

Safety Fuses
Ensign-Bickford Co The (mining & detonating) Simsbury

Safety Gloves and Mittens
American Optical Company Safety Division Putnam

Safety Goggles
American Optical Company Safety Division Putnam

Sandblasting
Beij & Williams Co The Hartford

Saw Blades
Capewell Mfg Co The (Hack Saw, Band Saw) Hartford

Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven

Scales—Industrial Dial
Kron Company The Bridgeport

Scissors
Acme Shear Company The Bridgeport

Screw Caps
Weimann Bros Mfg Co The (small for bottles) Derby

Screws
Atlantic Screw Work (wood) Hartford
Blake & Johnson Co The (machine and wood) Waterville
Charles Parker Co The (wood) Meriden
Chromium Process Company The Shelton
Clark Brothers Bolt Co Milldale
Connecticut Mfg Co The (machine) Waterbury
Corbin Screw Div American Hardware Corp New Britain
Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford
Scovill Manufacturing Company Waterbury 91

Screw Machines
H P Townsend Mfg Company The Hartford

Screw Machine Accessories
Barnaby Manufacturing and Tool Company Bridgeport

Screw Machine Products
Apex Tool Co Incc The Bridgeport
Blake & Johnson Co The Waterville
Bristol Screw Corporation Plainville
Centerless Grinding Co Inc The (Heat treated and ground type only) 19 Staples Street Bridgeport
Chas E Lowe Co Wethersfield
Connecticlut Manufacturing Company The Waterbury
Corbin Screw Div American Hardware Corp New Britain
Eastern Machine Screw Corp The Truman & Barclay Sts New Haven
Geo W Fleming Co Wallingford
Greist Mfg Co The (Up to 1½" capacity) New Haven
Humason Mfg Co The Forestville
Nelson's Screw Machine Products Plantsville
New Britain Machine Company The New Britain
Olson Brothers Company (up to ¾" capacity) Plainville
Peck Spring Co The Plainville
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91
Watkins Manufacturing Co Inc Milford
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic) Waterbury

Screw Machine Tools
Somma Tool Co (precision circular form tools) Waterbury

Sealing Tape Machines
Better Packages Inc Shelton

Seasoning
Maggi Co Inc (Maggi's) New Milford

Sewing Machines
Greist Mfg Co The (Sewing machine attachments) 503 Blake St New Haven
Merrow Machine Co The (Industrial) Hartford
Singer Manufacturing Company The (industrial) Bridgeport

Shaving Soaps
J B Williams Co The Glastonbury

Shears
Acme Shear Co The (household) Bridgeport

Sheet Metal Products
American Brass Co The (brass and copper) Waterbury
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham
United Advertising Corp Manufacturing Division (Job and Production Runs) New Haven
Waterbury Companies Inc Waterbury

Sheet Metal Stampings
American Buckle Co The West Haven
DooVal Tool & Mfg Inc The Waterbury
Hall Mfg Co Ansonia
J H Sessions & Son Bristol
Patent Button Co The Waterbury
Waterbury Companies Inc Waterbury

Shipment Sealers
Better Packages Inc Shelton

Showcase Lighting Equipment
Wiremold Company The Hartford

Shower Stalls
Dextone Company New Haven

Signals
H C Cook Co The (for card files) 32 Beaver St Ansonia

Silks
Cheney Brothers South Manchester

Sizing and Finishing Compounds
American Cyanamid & Chemical Corp Waterbury

Slide Fasteners
Shoe Hardware Div U S Rubber Company KwiK zippers) Waterbury

Smoke Stacks
Bigelow Company The (steel) New Haven

Soap
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Solder—Soft
Torrey S Crane Company Plantsville

Special Machinery
Boesch Mfg Co Inc (designed and built) Danbury
Henry & Wright Manufacturing Company The Hartford
H P Townsend Mfg Company The Hartford
Lundeberg Engineering Company Hartford
National Sherardizing & Machine Co (mandrels & stock shells for rubber industry) Hartford

Special Parts
Greist Mfg Co The (small machines, especially precision stampings) New Haven

Special Industrial Locking Devices
Corbin Cabinet Lock Div American Hardware Corp New Britain

Special Tools & Dies
Lundeberg Engineering Company Hartford

Spinnings
Gray Manufacturing Company The Hartford

Sponge Rubber
Sponge Rubber Products Co The Shelton

Spreads
Palmer Brothers Company New London

Spring Coiling Machines
Torrington Manufacturing Co The Torrington

Spring Units
Owen Silent Spring Co Inc (mattreses and furniture) Bridgeport

Spring Washers
Wallace Barnes Co The Div Associated Spring Corp Bristol

Springs—Coil & Flat
Han-Dee Spring and Manufacturing Co The (Coil and Flat) Hartford
Humason Mfg Co The Forestville
Peck Spring Co The Plainville
Wallace Barnes Co The Div Associated Spring Corp Bristol

Springs—Flat
Wallace Barnes Co The Div Associated Spring Corp Bristol

Springs—Furniture
Owen Silent Spring Co Inc Bridgeport

Springs—Wire
Connecticut Spring Corporation The (compression, extension, torsion) Hartford
D R Templeman Co (jewelry) Plainville
J W Bernston Company (Coil and Torsion) Plainville
New England Spring Mfg Co Unionville
Wallace Barnes Co The Div Associated Spring Corp Bristol

Springs, Wire & Flat
Autoyre Company The Oakville

Stair Pads
Palmer Brothers Company New London

Stamps
Hoggson & Pettis Mfg Co The (steel) 141 Brewery St New Haven
Parker Stamp Works Inc The (steel & rubber) Hartford

Stampings
DooVal Tool & Mfg Inc The Waterbury
Han-Dee Spring and Manufacturing Co The (Small) Hartford

Stampings—Small
Greist Manufacturing Co The New Haven
L C White Company The Waterbury
Rogers Corporation (Fibre Cellulose Paper) Manchester
Scovill Manufacturing Company Waterbury 91
Wallace Barnes Co The Div Associated Spring Corp Bristol
Waterbury Companies Inc Waterbury

Steel
Stanley Works The (hot and cold rolled strip) New Britain

Steel Castings
Hartford Electric Steel Co The (carbon and alloy steel) 540 Flatbush Ave Hartford
Malleable Iron Fittings Co Branford
Nutmeg Crucible Steel Co Branford

Steel—Cold Rolled Spring
Wallace Barnes Co The Div Associated Spring Corp Bristol

Steel—Cold Rolled Stainless
Wallingford Steel Company Wallingford

Steel—Cold Rolled Strip and Sheets
Wallingford Steel Company Wallingford

Steel Goods
Merriam Mfg Co (sheets products to order) Durham
Waterbury Companies Inc Waterbury

Steel—Magnetic
Cinaudagraph Div The Indiana Steel Products Co (Permanent) Stamford

Steel Strapping
Stanley Works The New Britain

Steel—Structural
Berlin Construction Co Inc The (fabricated) Berlin

Stereotypes
W T Barnum & Co Inc New Haven

Stop Clocks, Electric
H C Thompson Clock Co The Bristol

Straps, Leather
Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown

Studio Couches
Waterbury Mattress Co Waterbury

Super Refractories
Mullite Refractories Co The Shelton

Surface Metal Raceways & Fittings
Wiremold Company The Hartford

Surgical Dressings
Acme Cotton Products Co Inc East Killingly
Seamless Rubber Company The New Haven

Surgical Rubber Goods
Seamless Rubber Company The New Haven

Switchboards Wire and Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Synchronous Motors
R W Cramer Company Inc The Centerbrook

Tanks
Bigelow Company The (steel) New Haven
Storts Welding Company (steel and alloy) Meriden

Tape
Russell Mfg Co The Middletown

Tap Extractors
Walton Co The 94 Allyn St Hartford (Advt.)

Taps, Collapsing
Geometric Tool Co The — New Haven

Tarred Lines
Brownell & Co Inc — Moodus

Tea
Upham Food Products Inc package and tea bails) — Hawleyville

Telemetering Instruments
Bristol Co The — Waterbury

Textile Machinery
Merrow Machine Co The
2814 Laurel St — Hartford

Textile Mill Supplies
Ernst Bischoff Company Inc — Ivoryton

Textile Processors
American Dyeing Corporation (rayon, acetate) — Rockville
Aspinook Corp The (cotton) — Jewett City

Therapeutic Equipment
Airadio Incorporated — Stamford

Thermometers
Bristol Co The (recording and automatic control) — Waterbury
Manning Maxwell & Moore Inc — Bridgeport

Thermostats
Bridgeport Thermostat Company Inc (automatic) — Bridgeport

Thin Gauge Metals
Thinsheet Metals Co The (plain or tinned in rolls) — Waterbury

Thread
American Thread Co The — Willimantic
Gardiner Hall Jr Co The (cotton sewing) — South Willington
Lloyd E Cone Thread Co The (industrial cotton sewing) — Moodus
Max Pollack & Co Inc Groton and Willimantic
Wm Johl Manufacturing Co — Mystic

Threading Machines
Grant Mfg & Machine Co The (double and automatic) — Bridgeport

Time Recorders
Stromberg Time Corp — Thomaston

Timers, Interval
H C Thompson Clock Co The — Bristol
R W Cramer Company Inc The — Centerbrook

Timing Devices
R W Cramer Company Inc The — Centerbrook
Seth Thomas Clocks — Thomaston
United States Time Corporation The — Waterbury

Timing Devices & Time Switches
M H Rhodes Inc — Hartford

Tinning
Thinsheet Metals Co The (non-ferrous metals in rolls) — Waterbury
Wilcox Crittenden & Co Inc — Middletown

Tool Designing
American Standard Co — Plantsville

Tools
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St — New Haven
O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St — Shelton

Tools & Dies
Moore Special Tool Co — Bridgeport

Tools, Dies & Fixtures
Fonda Gage Company (also jigs) — Stamford
Greist Mfg Co The — New Haven
Parker Stamp Works Inc The (special) — Hartford

Tools, Hand & Mechanical
Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) — Bridgeport

Toys
A C Gilbert Company — New Haven
Geo S Scott Mfg Co The — Wallingford
Gong Bell Co The — East Hampton
N N Hill Brass Co The — East Hampton
Waterbury Companies Inc — Waterbury

Trucks—Industrial
George P Clark Co — Windsor Locks
State Welding Company The — Hartford

Trucks—Lift
Excelsior Hardware Co The — Stamford
George P Clark Co — Windsor Locks

Trucks—Skid Platforms
Excelsior Hardware Co The (lift) — Stamford

Tube Bending
American Tube Bending Co Inc — New Haven

Tube Clips
H C Cook Co The (for collapsible tubes) 32 Beaver St — Ansonia
Weimann Bros Mfg Co The (for collapsible tubes) — Derby

Tubing
American Brass Co The (brass and copper) — Waterbury
Scovill Manufacturing Company (Brass and Copper) — Waterbury 91

Tubing—Heat Exchanger
Scovill Manufacturing Company — Waterbury 91

Turret Lathe Products
Geo W Fleming Co — Wallingford

Typewriters
Royal Typewriter Co Inc — Hartford
Underwood Corporation — Hartford

Typewriters—Portable
Underwood Corporation — Hartford

Typewriter Ribbons and Supplies
Underwood Corporation — Hartford and Bridgeport

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) — Mystic

Union Pipe Fittings
Corley Co Inc The (300# AAR) — Plainville

Upholstery Fabrics—Woolen & Worsted
Broad Brook Company (automobile, airplane, railroad) — Broad Brook

Vacuum Bottles and Containers
American Thermos Bottle Co — Norwich

Vacuum Cleaners
Spencer Turbine Co The — Hartford

Valves
Norwalk Valve Company (sensitive check valves) — South Norwalk

Valves—Automatic Air
Beaton & Cadwell Mfg Co — New Britain

Valves—Automobile Tire
Bridgeport Brass Company — Bridgeport

Valves—Radiator Air
Bridgeport Brass Company — Bridgeport

Valves—Relief & Control
Beaton & Cadwell Mfg Co — New Britain

Valves—Safety & Relief
Manning Maxwell & Moore Inc — Bridgeport

Varnishes
Staminite Corp The — New Haven

Velvets
Leiss Velvet Mfg Co Inc The — Willimantic
Velvet Textile Corporation The (velveteen) — West Haven

Ventilating Systems
Colonial Blower Company — Hartford
Connecticut Blower Company — Hartford

Vibrators—Pneumatic
New Haven Vibrator Company (industrial) — New Haven

Vises
Charles Parker Co The — Meriden
Fenn Manufacturing Company The (Quick-Action Vises) — Hartford

Washers
American Felt Co (felt) — Glenville
Auburn Manufacturing Company The (all materials) — Middletown
Blake & Johnson The (brass, copper & non-ferrous)3 — Waterville
Clark Brothers Bolt Co — Milldale
J H Sessions & Son — Bristol
Plume & Atwood Mfg Co The (brass & copper) — Waterbury
Raybestos Div of Raybestos-Manhattan Inc The (clutch washers) — Bridgeport
Saling Manufacturing Company (made to order) — Unionville
Sessions Foundry Co The (cast iron) — Bristol

Watches
Benrus Watch Co — 30 Cherry St Waterbury
New Haven Clock and Watch Co The (pocket & wrist) — New Haven
United States Time Corporation The — Waterbury

Waterproof Dressings for Leather
Viscol Company The — Stamford

Wedges
Saling Manufacturing Company (hammer & axe) — Unionville

Welding
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) — New Haven
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) — Hartford
Porcupine Company The — Bridgeport
State Welding Company The — Hartford

Welding—Lead
Storts Welding Company (tanks and fabrication) — Meriden

Welding Rods
Bristol Brass Co The (brass & bronze) — Bristol

Wheels
Hall Mfg Co — Ansonia

Wheels—Industrial
George P Clark Co — Windsor Locks

Wicks
Auburn Manufacturing Company The (felt, asbestos) — Middletown
Raybestos Div of Raybestos-Manhattan Inc The (oil burner wicks) — Bridgeport
Russell Mfg Co The — Middletown

Wire
Atlantic Wire Co The (steel) — Branford
Bartlett Hair Spring Wire Co The (Hair Spring) — North Haven
Bristol Brass Corp The (brass & bronze) — Bristol
Driscoll Wire Co The (steel) — Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) — Winsted
Platt Bros & Co The (zinc wire) P O Box 1030 — Waterbury
Rockbestos Products Corp (asbestos insulated) — New Haven
Scovill Manufacturing Company Brass, Bronze and Nickel Silver) — Waterbury 91

Wire Arches and Trellis
John P Smith Co The
423-33 Chapel St — New Haven

Wire Baskets
Rolock Inc (for acid, heat, degreasing) — Fairfield

Wire Cable
Bevin-Wilcox Line Co The (braided) — East Hampton

Wire Cloth
C O Jelliff Mfg Co The (all metals, all meshes) — Southport
John P Smith Co The
423-33 Chapel St — New Haven
Rolock Incorporated — Fairfield

Wire Drawing Dies
Waterbury Wire Die Co The — Waterbury

Wire Dipping Baskets
John P Smith Co The
423-33 Chapel St — New Haven

Wire—Enameled Magnet
Sweet Wire Co — Winsted

Wire Formings
Autoyre Co The — Oakville
Verplex Company The — Essex

Wire Forms
Connecticut Spring Corporation The — Hartford
Humason Mfg Co The — Forestville
New England Spring Mfg Co — Unionville
Wallace Barnes Co The Div Associated Spring Corp — Bristol

Wire Goods
American Buckle Co The (overall trimmings) — West Haven
Patent Button Co The — Waterbury
Scovill Manufacturing Company (To Order) — Waterbury 91

Wiremolding
Wiremold Company The — Hartford

Wire Products
Clairglow Mfg Company — Portland

Wire Reels
A H Nilson Mach Co The — Bridgeport

Wire Partitions
John P Smith Co The
423-33 Chapel St — New Haven

Wire Rings
American Buckle Co The (pan handles and tinners' trimmings) — West Haven

Wire Shapes
Bridgeport Chain & Mfg Co — Bridgeport

Wire—Specialties
Andrew B Hendryx Co The — New Haven

Wood Handles
Salisbury Cutlery Handle Co The (for cutlery & small tools) — Salisbury

Woodwork
C H Dresser & Son Inc (Mfg all kinds of woodwork) — Hartford
Hartford Builders Finish Co — Hartford

Woven Awning Stripes
Falls Company The — Norwich

Yarns
Aldon Spinning Mills Corporation The (fine woolen and specialty) — Talcottville
Ensign-Bickford Co The (jute carpet) — Simsbury

Zinc
Platt Bros & Co The (ribbon, strip and wire) P O Box 1030 — Waterbury

Zinc Castings
Newton-New Haven Co Inc — 688 Third Ave West Haven (Advt).



FLAT HEAD CAP SCREW APPLICATIONS

Here's the way to apply ALLEN holding-power to comparatively thin places where a flush top surface must be achieved, with no gap between the screw head and surrounding metal.

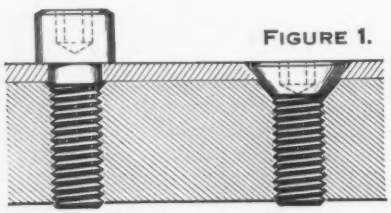
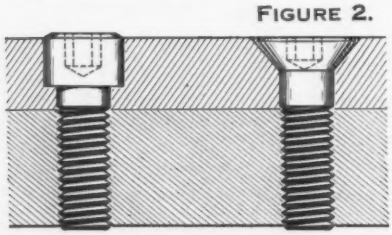


FIGURE 1.

Note that top piece of metal in Figure 1 above, (right) is thinner than head height of the Flat Head Cap Screw. There's more binding surface under the head than is the case with a projecting-head screw, and the angle helps lock the screw in place by drawing down on a conical surface.

Figure 2 (below) shows application in a comparatively thicker plate. Here the flush surface is retained without weakening the metal with a deep countersink. Maximum strength in the screw itself is assured by "pressur-forming" of special-analysis ALLENOY steel.

FIGURE 2.



Your local Allen Distributor will supply you with samples to try out these signal advantages of the Flat Head Cap Screws. Ask him or call us. Engineering data on request.

THE ALLEN MFG. COMPANY
HARTFORD, CONNECTICUT, U.S.A.

Service Section

PUBLIC RELATIONS, ADVERTISING AND SALES PROMOTION MANAGER available. College graduate with 24 years of intensive experience, proven capable and competent, administrator and organizer, versatile, ambitious and a creator. Moderate salary requirements. For résumé of qualifications and experience address PW No. 1455.

MECHANICAL ENGINEER, R.P.I. 1934 —6 years' experience as engineer and general foreman in structural steel mills—also maintenance—age 33—married, 2 children—seeking position in Connecticut. Address PW No. 1456.

FOR SALE: Complete power plant consisting of two 200 Amp 110 Volt batteries, one 3000 Watt 110 Volt Delco gasoline generator engine, one 1500 Watt 110 Volt Delco aircooled kerosene generator engine, one 1000 Watt 110 Volt Delco aircooled generator engine. All of this apparatus is in first class condition. SE-1586.

WANTED: 1 Punch Press, approx. 600 tons cap. SE-1590.

WANTED: Large steam generating plant which can be knocked down, re-shipped and erected—not more than five years old, with two or three steam generators which can produce power steam at from 100,000 to 125,000 lbs. per hour, P.S.I. Also steam turbine generators and accessories of either 2,500, 3,000 or 3,500 KW with voltage of from 11,000 to 13,800. SE-1593.

WANTED: 1 Floor model LAG PLANER. SE-1598.

FOR SALE: 85 bars, approximately 5,500 lbs., of H.R. NE 8630 Annealed Electric Aircraft Quality, Crucible Steel Company of America, equivalent to SAE 4130 to sell at $7.00 CWT—1½" rounds. SE-1602.

FOR SALE: 40 gallons Roxaline No. 2950 Defensol Thinner—45 gallons Roxalin No. 5900 Leaflex Medium—50 pounds Roxalin Leaflex Aluminum—200 Pounds Udylite Salt No. 2—600 Bakelite Grade X Black Disks 6⅜" dia. x ⅜" thickness, Shiney Surface. SE-1603.

WANTED: Compensator to be used with a 40 HP motor, 3 phase, 220 volts; also wood planer, double surfacer preferred, 24" or wider with or without motors. SE-1608.

WANTED: 15,000 440 Hex Nuts; 15,000 ⅜ x 4-40 Rd. Hd. Machine Screws. SE-1610.

WANTED: Production Milling Machine. SE-1612.

FOR SALE: 10 HP McKee Type 3-A Steam-boiler plant (used 13 months) with burners for mfg. gas & 144 gal. XH Hot Water Tank, V75 V tube heater & 1" direct acting control; also 7½ HP Ames Iron Works Coal Burning Boiler. SE1623.

FOR SALE: 2 Rectangle Alloy Pots for Heavy Duty Furnace HD152416. SE-1624.

FOR SALE: Stoker, Schwitzer - Cummins, burns rice or buckwheat coal and a type that removes the ashes. Capacity is 40 to 45 lbs. per hr. Complete with all electrical controls for automatic burning. SE-1625.

FOR SALE: 2 Fulton Sylphon Reverse Acting Valves No. 92-Q, 1½" size with range 60 to 100° F. to open with rise in temperature. In original package. SE-1628.

SUBCONTRACT WORK WANTED on six spindle 2¼" New Britain-Gridley automatic; to effect economy, the quantity must be enough to pay for setting up such a machine. MTA-353.

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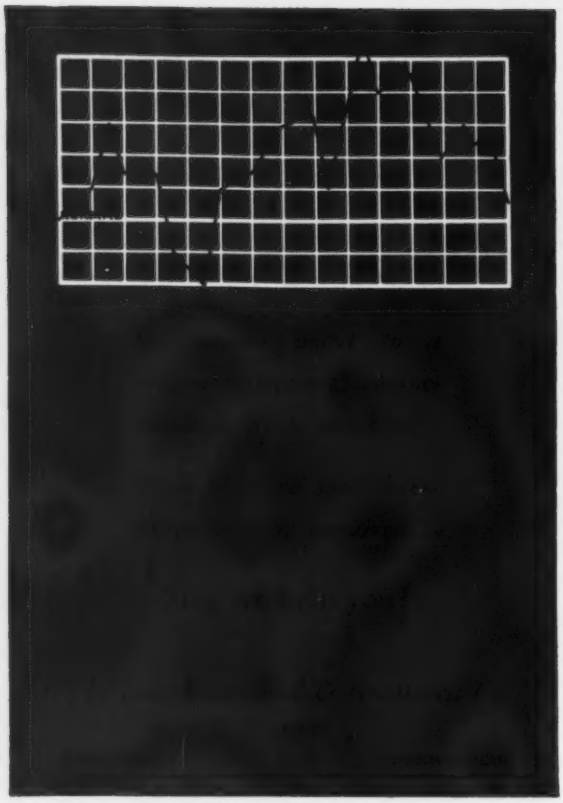
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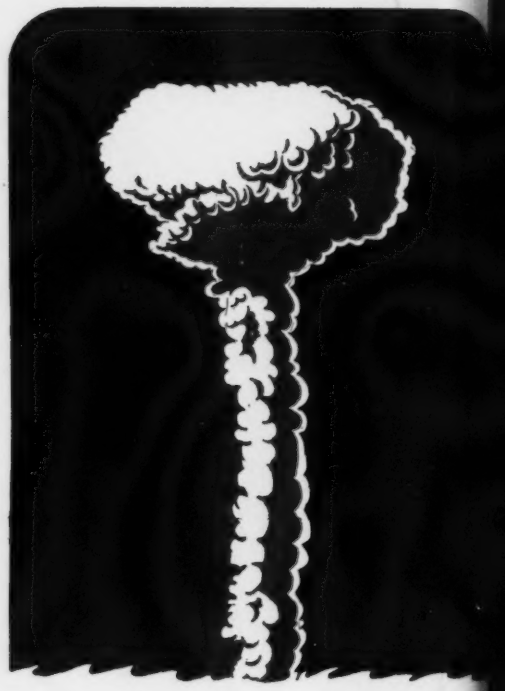
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